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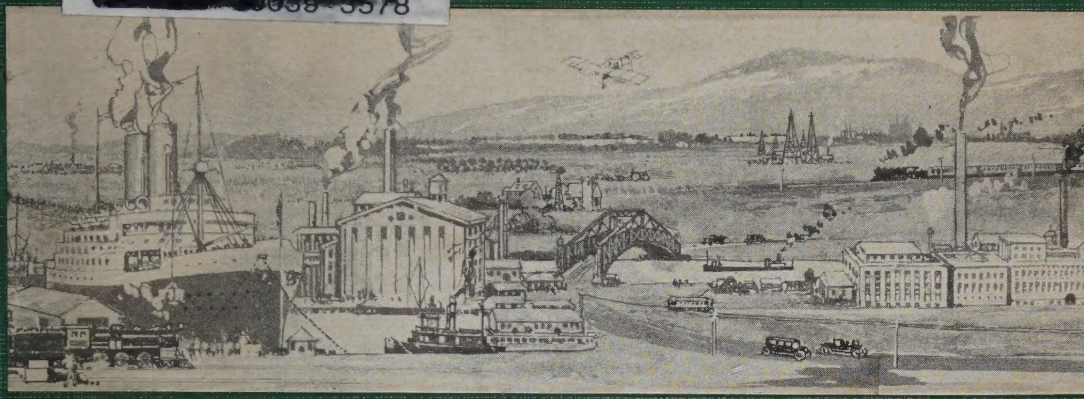

# MUSIC IN INDUSTRY

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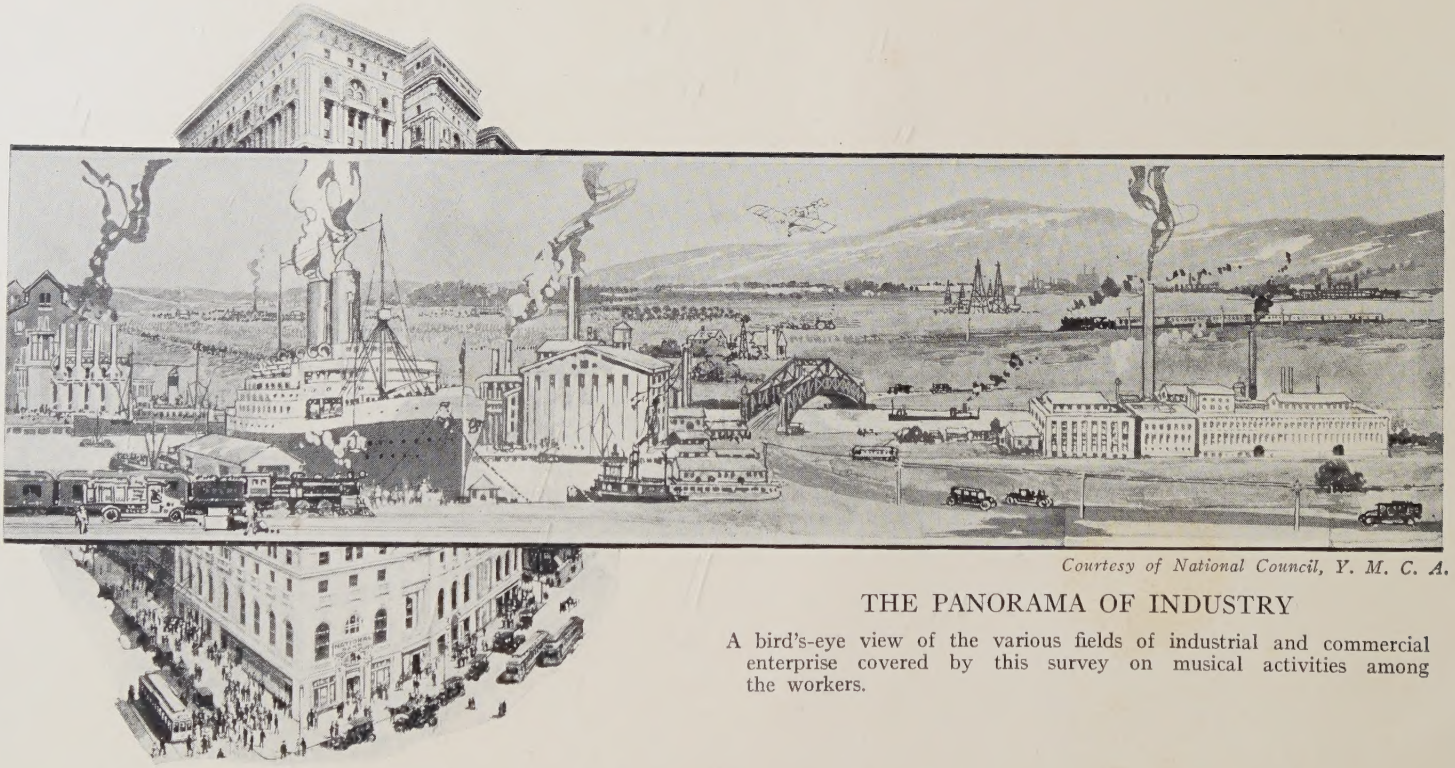

*Courtesy of National Council, Y. M. C. A.*

## THE PANORAMA OF INDUSTRY

A bird's-eye view of the various fields of industrial and commercial enterprise covered by this survey on musical activities among the workers.

# MUSIC IN INDUSTRY

*By*
KENNETH S. CLARK

A Presentation of Facts Brought Forth by a Survey, Made by the National Bureau for the Advancement of Music, on Musical Activities Among Industrial and Commercial Workers

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# THESE TELL THE STORY


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# FOREWORD

When conclusive testimony as to the practical value of music in industry is given by successful business men in a wide variety of industries, music acquires the status of an economic asset entitled to the serious consideration of all business men. When William Green, president of the American Federation of Labor, makes the statement that "music is a friend of labor, for it lightens the task by refreshing the nerves and spirit of the worker and makes work pleasanter as well as profitable," this makes music in industry of direct interest to every labor leader and to the great body of workingmen.

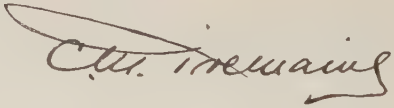
The evidence is so unmistakable that music is the ally equally of the employer and of the employee that both should make a careful study as to how they can best utilize its aid to their common advantage. This survey has been made for the purpose of presenting the facts in an unbiased way, so that industry in the United States as a whole may benefit, as well as the comparatively small percentage which is profiting at present.

During the war the value of music in increasing efficiency and relieving nerve strain was generally recognized. The same value exists to-day.

This survey has a message also for the statesman, the educator and the lover of humanity. Napoleon said: "Of all the liberal arts music has the greatest influence over the passions, and is that to which legislators ought to give the greatest encouragement." The great teachers and preachers, poets and philosophers of every age—Plato, Schopenhauer, Goethe, Carlyle, Henry Ward Beecher—all have paid tribute to music. Herbert Spencer epitomized their thoughts, and against the modern background of social values, when he described music as "the fine art which more than any other ministers to human welfare."

"Music has meant much to me in my life of affairs. Again and again it has refreshed me when I was dog-tired; taken me out of myself and away from the problems of business." It was Charles M. Schwab who paid this tribute to the power of music, and in doing so he was indicating the reaction to music of the modern business leader himself as well as implying its service to all who work.

Although few may care to read the detailed accounts of music in all the establishments listed herein, I most earnestly recommend the careful reading of the summaries in which the various industries are grouped. It is most desirable that every one obtain a fairly clear picture of the service which music is rendering in industry at the present time, and of its influence and its future possibilities.



*Director*

National Bureau for the Advancement of Music.

## *Note This Well!*

¶ Because of circumstances over which we have had no control, the reports contained in this book may not in their entirety represent the status current in each one of the industrial plants at the time when the book may be read. The survey of which this volume is a record extended over a period of two years. In view, therefore, of the inevitable turnover in employees which is to be expected in industrial life, a musical activity which was in operation at the time of one report may no longer be functioning when the book appears, or, at least, if it is still active, another director may be at the helm. On the other hand, it is just as likely to be true that an even greater number of activities may later be reported by certain of the plants concerned. ¶ There are undoubtedly a number of industrial or business firms on which we have been unable to obtain a report as to musical activities, but which do maintain these in some form. For that reason, the summaries in the final chapter may not constitute a complete bird's-eye view of all the musical activities in evidence among the industries. Irrespective, however, of the degree to which that tabulation may fall short of encompassing all the existing groups, we feel that in its very piling up of facts it presents an impressive picture of music in industry to-day.

THE EDITOR

# CHAPTER I

## AS OIL TO THE MACHINE

So Is Music to Work—Recreation Essential to the Worker, and Music an Ideal Form of Play—Appraisals by a Famous Industrialist, a Secretary of Labor and by Organized Labor Itself—The Dollars-and-Cents Value, as Seen in Cold Facts

MUSIC in industry is no longer an experiment. Its efficacy has been practically demonstrated under varying conditions and in nearly every field of industrial activity. Inasmuch as its wide use has conclusively proved it to be highly beneficial to employer and employee alike, a further study of its possibilities would seem to be advisable for any in either of those categories who may not be entirely familiar with its numerous advantages. It is for the purpose of acquainting every one in industry with the benefits of musical activities among the workers that this book has been issued.

There are three inter-related propositions which, taken together, sum up an important conclusion drawn from the study of music in industry which is recorded in this book. The first of these propositions is the following: "Industry is not alone a way to make a living but a way to make a life." This statement was the keynote of an address at a recent conference on human relations in industry. It was sounded not by an impractical theorist but by a hard-headed man of business. It was perhaps a paraphrase of a theme frequently stressed by educators—that education is to be regarded as a preparation for living.

As related to industry, however, this view of work as a means to an end must be checked up by other considerations. We may pass up the serio-comic advice of the man who says: "If business interferes with pleasure, cut out business." We cannot disregard, however, the point made by a second speaker at the above conference, who said:

"If we are going to make industrial work assume its rightful place, we must stand for the philosophy that work is worth doing and that it is the thing we are here for."

Here we would seem to have two slightly irreconcilable attitudes toward work. On the one side, we have the statement that work is what we are here for, an answer to which might be a reminder that if such were the case, a race of sublimated robots could run the mechanism of the world as well as man does. On the other hand, we find the view that work is to be regarded as a way to make a life. Nevertheless, irrespective of what we may think of work, we can reconcile the two positions when we remember that work is of necessity only a *part* of life. To this we must hasten to add the corollary that if a man has no joy in his work, he is missing a great happiness in life.

### The Machine Runs Down

Let us accept, then, the view that while work is necessary to keep the world's machinery going, it is also a way to make a well-rounded life. We then come to the second of our three propositions. Man is himself a machine. As set up by the Creator, he was a perfectly ordered mechanism. However, the natural stress of the world's work, and possibly the over-use to which that machine has been put, makes it intermittently run down. It is thus necessary that man constantly be re-created. Eliminate the hyphen from that last word and we derive from it "recreation." Man can not live by work alone, wherefore recreation is essential to work as well as to life. This is most familiarly stated in the old adage, "All work and no play makes Jack a dull boy." (Of course, the Jack who has all play and no work is likely to be another kind of dull boy, but we are not concerned with him in industry.) More than that, he must not merely have some play but wholesome play and the more taxing his work, the more revivifying must be his play. Henry Ward Beecher described the situation pointedly when he said: "Amusement and recreation are the very things that make our working hours profitable. He who carves so steadily that he has no time to sharpen his knife, works with dull tools and cannot make much headway."

Having stated the inevitable duality of interest between work and recreation, we reach the third of our trilogy of propositions. It was

stated—rather conservatively—by the late Dr. Frank Crane in an editorial on "Music and Labor" wherein he said: "Music is perhaps the best recreation in the world." (There are many who would move that the word "perhaps" be struck out.) "It cheers, inspires and drives away the gloom," continued Dr. Crane. We might back that up with a statement from a famous industrialist, Charles M. Schwab: "Music has meant much to me in my life of affairs. Again and again it has refreshed me when I was dog-tired; taken me out of myself and away from the problems of business. There is a 'reach' to music that the other arts have not; it seems to 'get' you in an exhausted mood and quiets and refreshes where a book or a picture is not so sure."

### A Cabinet Officer Speaks

A government pronouncement regarding the matter came from James J. Davis as Secretary of Labor. As a former laborer, he knew whereof he spoke when he said: "Music as an aid to the workman is nowadays pretty much of an accepted fact. The man who has spent the morning hours over a machine goes to his lunch hour filled with the worries of the day's work. He is under both nervous and physical strain. Good music during his lunch time will wipe away the cares and worries and will enable him to relax. It will inspire him with fresh vigor and energy and send him to his afternoon's task with a light heart and willing hand."

Organized labor's opinion was epitomized in a statement of William Green, president of the Federation of Labor, who testified:

"Music is a friend of labor for it lightens the task by refreshing the nerves and spirit of the worker. It tends to make work pleasurable as well as profitable and adds to the enjoyment of leisure time."

### Soul-Hungry for Music

Similar to this last opinion and more general in its application is that of a noted banker and patron of music, Otto H. Kahn. In speaking, at a Music Week gathering, with regard to music's nourishing of the soul, he pointed out:

"The lives of the vast majority are cast upon a background of sameness and grind and routine. Necessarily so. The world's work has got to be done. But all the more should we endeavor to open up,

to make readily accessible and to cultivate those pastures where beauty and inspiration may be gathered by all."

A thoughtful analysis as to music's particular niche in industrial recreation comes from James H. Maurer. As president of the Pennsylvania Federation of Labor, he pointed out at a recent Recreation Congress that music rather than sport is an ideal recreation for the worker who engages in physical toil. Here is the distinction which he draws:

### Where Sport Is Superfluous

"Running, jumping, swimming, golf, tennis and baseball are popularly considered the recreations for modern workers. They're good, no doubt, for those who need them, but few do; their work gives laboring men all the physical exertion they can handle. What they need is recreation of a different, contrasting kind—music, lectures, good books, light opera, educational dramatic productions, adult education in a classroom with restful chairs and an atmosphere of democracy.

"The coal miner, the steel worker and the factory hand can well afford to sit in the grandstand and watch the bank clerks play baseball. The bank clerk can well afford to play golf on a hot summer day while the coal miner sits under a tree, reading a good book or listening to a band concert. Both will be getting the mental and physical recreation they need; both will be healthier and happier for it."

### Music as Exercise

One might add to Mr. Maurer's analysis the footnote that the worker who is looking for physical exercise may find considerable of this health-giving element in most varieties of music-making, especially in the playing of wind instruments.

However, we need not quarrel over the respective merits of music and athletics in industrial recreation since "a healthy mind in a healthy body" is an essential for all of us. It is important, however, to inject here the observation that, whatever the form of the worker's recreation, it benefits employer and employee as well. This is not the moment to bring forward the abundant testimony on the employer's side which is found in the individual reports in the latter part of this

book. The truth that actions speak louder than words is never more apparent than in the case of a business man when that action takes the form of an expenditure of money for purposes affecting his employees. The day is long past when the employer can afford—in the mere matter of dollars and cents—to let the employees shift for themselves with regard to their safety, sanitation and welfare while on the job. The employer's providing of such safeguards is not necessarily a matter of altruism—although he may have a sincere concern for his employees' wellbeing. It is a matter of business sense. That such expenditures are now the rule rather than the exception we may learn not only from the present volume but through government reports from Washington.

### Government Gets the Facts

It was at the request of the National Conference on Outdoor Recreation that a study dealing with welfare activities in industrial establishments was made in 1926 by the United States Bureau of Labor Statistics under Ethelbert Stewart. That study covered 430 establishments with approximately 977,000 employees, including manufacturing plants and transportation and commercial enterprises. Most of these were companies with more than 300 employees.

Personnel workers who wish to check up the details of the above survey may find them set forth in a pamphlet entitled "Health and Recreation Activities in Industrial Establishments, 1926," which is Bulletin No. 458 of the aforementioned Bureau and issued by the Government Printing Office.

It may be interesting to contrast the comparative provision, by the 430 establishments represented, of facilities for safety, sanitation and welfare, respectively. The government's inquiry developed the fact that from the 430 establishments the representation, in the various reports, of the different welfare elements was the following:

| *Activities or Facilities* | *Number of Plants* |
|---|---|
| Medical Service | 407 |
| Hospitals or Emergency Rooms | 373 |
| Lunchrooms | 303 |
| Club or Recreation Rooms | 235 |
| Separate Club Houses | 82 |
| Gymnasiums | 67 |

| | |
|---|---|
| Social Gatherings | 316 |
| Musical Groups | 151 |
| Concerts | 154 |
| Lectures | 65 |
| Motion Pictures | 61 |
| Outdoor Recreation | 319 |
| Mutual Benefit Associations | 214 |
| Group Insurance | 186 |
| Libraries | 127 |
| Educational Classes | 150 |
| Employee Activities Run by Company | 62 |
| Direction Shared by Employees | 343 |
| Personnel Supervisors | 164 |

Of the 151 industrial establishments reporting musical groups, 79 reported bands, 45 reported orchestras and 27, glee clubs. It may be interesting to compare these latter totals with the similar groups as reported in the present volume which, from some 679 plants reporting, amount to 267 bands, 182 orchestras and 176 choruses—to say nothing of 133 plants where there is community singing and 273 which provide musical instruments for their employees. The apparent gap between these sets of figures is explained by the fact that in the government's statistics as to musical groups all of the establishments reporting were included, whereas in the present survey of this Bureau, solely those firms which reported musical activities are herein represented.

### Health Comes First

It may also be of significance to scan the government statistics as to the relative ratio between the entire number of 430 establishments and the totals of those reporting the respective forms of equipment or activities. Medical service stands the highest, with a total of 407 out of the given 430. There could be no quarrel with that situation but only a wish that the two numbers might be identical. The latter comment also applies to a certain extent to the 373 firms reporting hospitals or emergency rooms—the smaller number being doubtless due to the frequent provision of outside hospital facilities near the plant. That such health precautions should be the first consideration in any plant is implicit in the very title, for instance, of such a department as the Bureau of Safety, Sanitation and Welfare of the

United States Steel Corporation. This matter of employees' health also accounts for the large number of 303 plant lunchrooms as well as the 67 gymnasiums and the 319 outdoor recreation layouts—although, of course, these latter come also under the heading of welfare.

When we compare the above statistics as to physical equipment with the figures on social and musical recreation, we may well take certain differences into account. The nature of these latter activities makes the chief ingredient in their success the active participation of the workers. To be sure, there are certain matters of equipment and maintenance that require money, and the employer knows that his supplying of some of the financial support is a good investment. Nevertheless, the status of a movement for a plant band or chorus is quite different from that of a need for medical supervision and facilities. In the former instance, the employer may be expected to help the budding enterprise because it is good business for him to do so. As to the other matter, he has both a moral and a business responsibility for the safety and good health of his workers—especially in view of the workmen's compensation laws.

### Where Music Stands

With this distinction in mind, the friends of music in industry need not feel discouraged in that only 151 out of 430 establishments reported having a musical group. That feeling of reassurance should be heightened when one realizes that employers in general do not wish to be paternalistic in the undue promotion of such plant activities, whereas they are in duty bound to provide a sanitary and a safe working place for their employees. One can therefore hope that, should the government make a further survey in another ten years, the numbers of establishments reporting and of those fostering music may be more nearly the same. If to any degree the information contained in the present book may bring about such a result, the effort of this Bureau will be well worth while.

# CHAPTER II

## THE BENEFITS ARE MUTUAL

An Identity of Interest Here between Employer and Employee—Value to Company through Music's Effect upon Production, Morale, Turnover and Goodwill—A Lessening of Monotony and Strain for the Worker, Also Self-Expression and a Social Outlet

ONE happy aspect of music in industry is that, as between employer and employee, it is advantageous to the one and yet beneficial to the other. Indeed, this is possibly one of the several respects in which—the best minds are coming to agree—there is an identity of interest between the worker and the company. As to music's mutual benefits, we have already seen that work and recreation must go hand in hand and that music is an ideal form of recreation for the worker. It is ideal, first of all, because it increases his efficiency, and, as Lee K. Frankel and Alexander Fleisher point out in their book, "The Human Factor in Industry", "the need for greater total and hourly output and the need for more leisure for recreation will always make efficiency in production a common goal for employer and employe." It is the good fortune of music in industry that while it does increase the efficiency of the employee and thus greatly benefits the employer, it also brings a great deal of personal happiness to the worker who takes part in it.

This two-sided advantage is exemplified by a simple anecdote. A certain housewife was somewhat dismayed by the time required by Mary to scrub the kitchen floor. One day she overheard Mary doing her best at singing "Home, Sweet Home" while scrubbing. Without consulting Mary, she turned on "The Campbells Are Coming" on the phonograph, and Mary's speed, like the smile on her face, stretched out about fifty per cent. The magic of music had done its work. The floor was finished in a little more than half the time and, more

"OH, LISTEN TO THE BAND" ON PARADE DAY

"'Tenshun!" Thus sounds off the Metropolitan Life Band as it starts out from company's headquarters on Madison Square.

remarkable still, Mary was less tired than when she had to push herself to do the work.

In summing up the joint benefits of music in industry, we find that from the viewpoint of the employer it is advantageous because it does the following:

## I. It Increases Production

As a matter of fact, any activity within or without the plant which benefits the worker mentally or physically thereby makes him a more efficient workman. We have already shown and will further demonstrate that music as recreation adds to the physical and mental well-being of the worker. Aside from what it does in a positive way, we will later describe some of the active measures that are being taken to utilize music as a counter-irritant to fatigue. This matter of fatigue goes to the root of many of the significant causes which affect the relationship of employer and employee, as we shall later show. Meanwhile, one might quote some of the opinions voiced, during the course of the Bureau's survey, as to the direct stimulus which musical activities furnish to production in an industrial plant or to a smooth-running mechanism in a commercial organization. Some of these opinions, a few of which overlap into other phases of benefit than efficiency, are the following:

"The phonograph in the drapery work room unquestionably speeds up production between the hours of two and five o'clock." C. A. Turney, Superintendent of Employment, Barker Bros., Inc., Los Angeles, California.

"Our salesmen's weekly songfest is of value to the efficiency and morale of the men." C. F. Silverstein, Assistant Sales Manager, H. Jevne Company, Los Angeles, California.

"Very valuable in promoting the health, efficiency and morale of the workers." J. D. McCartney, Assistant to the President, Central of Georgia Railroad, Macon, Georgia.

"A decided help to morale of workers and incidentally must increase efficiency." H. A. Henegar, Foreman, Standard Knitting Mills, Knoxville, Tennessee.

"Results include increase in the efficiency and morale of all employees. Music creates more friendly feeling and better coöperation and is enjoyed by all." E. D. Hart, Vice-President, Smith & Welton, Inc., Norfolk, Virginia.

## II. It Provides a Common Meeting Ground for Executives and the Working Force

In a study of the reports filed in the present survey, one is struck particularly by the potency of music in drawing together office and shop, executive and workman, in a spontaneous form of human contact which would scarcely be possible without the mellowing influence of music. One need not dilate upon the manifest advantages of the better understanding that comes when plant manager and workman rub shoulders in the rehearsals of a chorus or band. There can be no doubt that these musical activities give an insight into the nature of "the other fellow" which makes greatly for open-mindedness on both sides, should a dispute arise between employer and employee.

That this rubbing of shoulders is no mere figure of speech is shown by the numerous instances where the executive of a company does not merely encourage his employees as music-makers but actually collaborates with them in the making, either as conductor or manager of the group. For example, one can see the influence within an organization like that of Strawbridge and Clothier, where the devoted director of its Choral Society has always been Dr. Herbert J. Tily, formerly the general manager but now the president of the company. One finds a similar camaraderie in the Lowell Electric Light Corporation where the manager, J. A. Hunnewell, is not only the adviser but the conductor of the uniquely constituted Orchestra of Employees which is described in another part of this book. Moreover, Mr. Hunnewell's relation to the orchestra has been more in the nature of that of an employee toward his fellow-employees than that of a manager of a corporation to those working under him. Perhaps the best way for us to illustrate the frequency with which we find an executive to be director of these musical enterprises is to enumerate some of the instances, as follows:

| *Position with Firm* | *Capacity* |
|---|---|
| Harry D. Riley<br>*Proprietor,* Harry D. Riley Company<br>Anaheim, California | Song leader and male chorus director |
| R. W. Cook<br>*Factory Manager,* Wallace Barnes Company<br>Bristol, Conn. | Director of glee club |

| | |
|---|---|
| Irville A. May<br>*Comptroller,* Connecticut Company<br>New Haven, Conn. | Director of band |
| E. B. Hall<br>*Superintendent of Motive Power and Machinery*<br>Chicago and Northwestern Railway Company<br>Chicago, Ill. | Manager of chorus and glee club |
| L. O. Ripley<br>*Vice-President,* Kansas Gas & Electric Company<br>Wichita, Kansas | Director of glee club |
| Robert Boys<br>*Mill Superintendent,* Farr Alpaca Company<br>Holyoke, Mass. | Director of glee club |
| H. A. White<br>*Factory Manager,* Sparks-Withington Company<br>Jackson, Michigan | Director of glee club |
| C. B. Maxwell<br>*Superintendent,* Morrisdale Coal Company<br>Morrisdale, Pa. | Band manager |
| Milton D. Gehris<br>*Vice-President,* John B. Stetson Company<br>Philadelphia, Pa. | President of chorus |
| W. A. Long<br>*Superintendent,* Knoxville Knitting Mills<br>Knoxville, Tenn. | Director of community singing and chorus |

## III. It Improves the Morale of the Workers

In the replies of the various personnel directors to the Bureau's questionnaire, possibly the greatest number of statements as to the benefits of music in industry were those relating to morale. That is not strange when one considers the harmonizing and unifying qualities of music. Participation in a musical group develops, first of all, a definite group morale. The worker who plays in a plant band grows to understand his fellow workmen better and, therefore, to work better with his neighbors in the vast plant machine. Furthermore, his representing the plant in a musical capacity deepens his loyalty not merely to the musical group but to the entire family of employees. In addition, his brushing elbows with the plant executives in these musical enterprises and the real interest which the company so generally shows in such service activities create more of a bond between

the worker and the management. Another factor contributing to this strengthening of the morale is the pride engendered by the public attention aroused by a successful industrial music organization—a pride not only among the actual members of the group but among their brother-employees.

All in all, these musical activities go to make the worker identify himself more closely with the institution and feel himself an essential part of its undertakings. In other words, it is not a case of the company's buying the worker's labor as a commodity—he feels himself to be a definite unit in the whole which is represented by the organization at large. That music does cement such a feeling of identification is shown by many of the comments contained in the reports which are to follow. Here are some examples:

"We recognize the value of musical activities in promoting *esprit de corps* in the personnel of the company." Gerald G. Blue, Manager, Insurance and Personnel, Union Oil Company of California, Los Angeles, California.

"We consider the music a very good influence on the morale and well-being of our employees." Mrs. Viola Burke, Assistant Educational Director, The Emporium, San Francisco, California.

"Excellent effect on morale." John Lee Brooks, Personnel Director, Sage Allen & Company, Hartford, Conn.

"It helps the morale." A. F. Snyder, Personnel Superintendent, Winchester Repeating Arms Company, New Haven, Conn.

"The company feels it helps the morale." Adelaide B. Lawrence, Personnel Director, Burdines, Inc., Miami, Florida.

"I am sure the band has meant much to the morale and loyalty of our company forces." R. A. Miller, Tax Commissioner, Chicago and Northwestern Railroad, Chicago, Ill.

"It creates a fine spirit among employees. Makes workers more enthusiastic. Produces a fine atmosphere." George Gabriel, Manager, Halbach, Schroeder Company, Quincy, Ill.

"We think the activities promote a more cordial relationship between departments not otherwise connected in work or aspiration." Horace E. Ryan, Advertising Manager, L. S. Ayres & Company, Indianapolis, Indiana.

"Tends to strengthen morale and make for a friendlier, happier group." E. Judson Schurtz, Advertising Manager, M. L. Parker Company, Davenport, Iowa.

"The movement reacts favorably upon the morale of the employees." Carl C. Schmidt, President and Treasurer, Schmidt Music Company, Davenport, Iowa.

"We believe that as a result of the music the workers have more personal interest and consideration for one another and better coöperation toward their work." B. Gladys Fredrich, Superintendent of Welfare, Noyes Bros. & Cutler, St. Paul, Minn.

## IV. It Therefore Cuts Down the Turnover

The word "therefore" was written advisedly above for the reason that whatever contributes to a more staunch plant morale is thereby likely to lessen the labor turnover. The latter, by the way, is defined by the Department of Labor as the "number of separations from service during a given period." Frankel and Fleisher describe in their book a study in 1912 of twelve metal manufacturing companies. This study showed that with a total increase in the working force during that year of 6,697 employees, those companies hired 42,571, or six and one-half times as many as were needed to meet the increase. Of these, 72.8 per cent had never before been engaged by any one of the companies. In other words, these industries lost during that year 35,874 employees while they were employing at the end of the year 43,071, or only about 8,000 more than they had lost during that period. One can not compute the loss inflicted by this constant shifting of workers—not only upon the employer himself but upon the fellow employees and the community. The employer has to meet all the costs of a continuously functioning employment campaign, of the training always of fresh recruits, besides losses from the consequent slackening of production. The employee suffers a weakening of the morale and a loss of his confidence on the job which would have come from the teamwork of a long established working force.

### Why Labor "Turns Over"

Candidly, some of the causes of the enormous labor turnover of to-day are matters which cannot be eradicated by service activities such as music. As Frankel and Fleisher point out, these include the increasing subdivision of labor processes which has made work more monotonous and transitions from one occupation to another more simple. Further, traveling from one plant to another has become much more easy and advertising mediums carry afar the news of openings as to jobs. Thus the unskilled laborer, desirous of more wages, more leisure or merely a change, becomes a "floater". Undoubtedly, a compelling factor in such shifting is the monotony of the job. While musical recreation can not change the process which causes that monotony, it can set up a physical and mental alertness and a stiffened morale which resist some of the effects of that monotony.

As a result of the efficiency movement in business, the appalling cost of labor turnover has long been apparent to progressive employers and they have, therefore, been quick to see the wisdom of an investment in whatever service activities, such as music, are to be counted upon for building up the plant morale as a deterrent to employee restlessness. As to that point, we have been assured over and over again in the course of this survey that the musical activities help to make the plant known as a good place in which to work. Let us see what some of the reports contain under that head. Starting with the boys' bands maintained by newspapers among their carriers, we find the statement of L. V. Peterson of the Stockton *Record,* who says of its band: "It gets a better grade of boys for carriers and holds them as carriers longer than would otherwise be the case." Similarly, the musical activities along the Central of Georgia Railroad are "helpful in cutting down labor turnover," as we are told by J. D. McCartney, assistant to the president. Here are some other examples:

"The employees take added interest and pride in our organization. The music reduces labor turnover and increases applications for employment." H. B. Ross, President, Ross Carrier Company, Benton Harbor, Mich.

"The music helps give the company a reputation of being a good place to work." Don E. McDowell, Assistant Employment Manager, Kalamazoo Vegetable Parchment Company, Kalamazoo, Mich.

"Helps to cut down turnover. Makes a better and more unified spirit and arouses the morale to a very high level. The music makes it easier to hire workers and creates a more friendly feeling toward the concern." John G. Gerken, Personnel Director, Brown & Bigelow, St. Paul, Minn.

"It brings local verbal advertising and an expression that 'it must be a good place to work' from non-employees." Hermann Irion, Steinway & Sons, New York City.

"We feel that these musical activities do decrease labor turnover and add to the health, efficiency and morale of the workers." W. R. Snodgrass, Manager, Department of Service, Fidelity National Bank and Trust Company, Kansas City, Mo.

## V. It Creates Goodwill Advertising

One of the questions in our survey to which the answers were varied is the following: "In what way do these musical activities help toward goodwill advertising for the company's product or for its reputation in general?" In the case of certain organizations whose products have a national rather than merely a local public, the answer

of the executive was frequently that the musical activities among the workers did not help to advertise the product. In other cases, the reply was that the company did not use these activities for goodwill advertising but solely for the employees' recreation. In a greater number of instances, however, the statement was a specific one to the effect that the activities had a very definite influence upon the public. In some cases, there was even testimony that sales were to be traced directly to these activities. For instance, it is related elsewhere that one railroad furnished several Elks' bands with extra players for special occasions and as a result booked numerous Elks' special trains over its lines. It also furnished music for a fête of a shoe company and obtained therefrom shoe shipments which had formerly gone over another road. This same railroad band has a traffic tip committee which notifies the Traffic Department of prospective shippers and passengers.

It may be to the point to compare the nature of the goodwill that is created by the radio broadcasting of certain advertisers with that brought about by such employee activities as we have been describing. In the one case, the goodwill is very often with regard to the *name* of a product and exists among the general public, which frequently does not deal direct with the company but through a dealer. However, in the case of these musical activities—except where there is a material service rendered to the prospect through the music, as in the above railroad instances—the goodwill is generally created among individuals who do buy direct from the company in question. For this reason, our replies indicating such goodwill advertising were in a great measure from companies in the public service, such as railroads and trolley lines and from department stores or other retail merchandisers.

What has been said before about the mutuality of benefit in these musical enterprises applies with striking directness to such of these public appearances of industrial music groups as have a dollar-and-cents value to the employer. That business gain to the latter is not less because the employee musicians are at the same moment having a bully good time with their music-making. The reasons for the latter good time are evident. People who are fond of music enjoy the process of making it, and an appreciative audience is a necessity to such enjoyment. Besides, these singers or players have not only an

individual but a group pride in their achievement. When they play for a welfare institution, they also feel a joy of giving something to others which is reinforced by the fact that they themselves have had to work hard for whatever they possess. The writer can testify to seeing evidences of such a joy in rendering social service among the members of a department store chorus directed by him in concerts at old folks' homes, hospitals, etc.

As to the direct results brought to the employer along the line of goodwill, we may cite the following:

"Music is a fine thing for any organization—it is the cheapest and best advertising." C. F. Brackett, Personnel Manager, California Dairies, Inc., Los Angeles, California.

"We have concerts for the general public in the store. These are always advertised in advance and the public comes to hear them." The Emporium, San Francisco, California.

"We believe our products are materially helped in their sale by the fact that there is a high class musical organization such as ours in the field." Edmund P. Dodge, Jr., Employment Manager, Harvey Hubbell Inc., Bridgeport, Conn.

"Helps goodwill advertising in a general way." Irville A. May, Comptroller, the Connecticut Company, New Haven, Conn.

"Customers invariably commend the choir and laud the spirit of the firm in having it." John Lee Brooks, Personnel Director, Sage Allen & Company, Hartford, Conn.

"It helps toward goodwill advertising." A. F. Snyder, Personnel Superintendent, Winchester Repeating Arms Company, New Haven, Conn.

"Through public appearances they create a favorable feeling toward the company employing the men." J. D. McCartney, Assistant to the President, Central of Georgia Railroad, Macon, Ga.

"The band is unquestionably doing some good in bringing about a closer contact between this company and the public in general." R. A. Miller, Tax Commissioner, Chicago and Northwestern Railroad, Chicago, Ill.

"Valuable as an advertising medium. A tour is made every year by the band in the territory covered by the sale of our product." T. F. Halpin, Industrial Superintendent, Marquette Cement Manufacturing Company, La Salle, Ill.

"The community singing creates an excellent impression upon the public. Many people come to the store and enjoy the singing." George Gabriel, Manager, Halbach, Schroeder Company, Quincy, Ill.

"The musical activities focus on the store in a favorable way." Horace E. Ryan, Advertising Manager, L. S. Ayres & Company, Indianapolis, Ind.

"It is a valuable asset in building goodwill throughout the community." E. Judson Schurtz, Advertising Manager, M. L. Parker Company, Davenport, Iowa.

"The orchestra has been giving concerts for about forty years and has been one of the best units in advertising and goodwill building." Carl C. Schmidt, President and Treasurer, Schmidt Music Company, Davenport, Iowa.

"The activities keep the name Standard before the public." Henry Nufer, Production Superintendent, Standard Sanitary Manufacturing Company, Louisville, Ky.

"Ninety-five per cent of the population of New Orleans knows of the Laundry Band. The general neatness of the uniforms also aids in advertising our cleaning department." Max N. Kohler, Vice-President, Laundry and Dry Cleaning Service, New Orleans, La.

"The public looks with favor upon the efforts of these bodies to entertain and the reaction is reflected in goodwill. Radio concerts are followed with many commendatory letters from the radio public." C. D. Emmons, President, United Railroad and Electric Company, Baltimore, Md.

"Our chorus is widely known throughout New England for its singing over station WNAC, Boston. The fact that all the chorus members are store employees is played up, creating interest and goodwill." George B. Darling, Personnel Director, The Shepard Stores, Boston, Mass.

"The Minute Tapioca Company, in fostering the band, does obtain a certain amount of goodwill advertising and enhancement of reputation within the town itself." Clarence C. Gates, Assistant Production Manager, Minute Tapioca Company, Orange, Mass.

"The band is used for advertising purposes in many places." N. C. Holden, Welfare Department, Chevrolet Motor Company, Flint, Mich.

"The music helps goodwill advertising by indicating that the company's employees are loyal and contented." W. R. Denehey, Chief Clerk to the General Superintendent, Pennsylvania Railroad, Harrisburg, Pa.

"Primary purpose is to cultivate high ideals among workers, but we believe the effect on public is in every way favorable and therefore may be regarded as goodwill advertising." Herbert J. Tily, President, Strawbridge & Clothier, Philadelphia, Pa.

"We have been able to trace orders directly to the activities of the musical organizations." Paul E. Ashley, Secretary to the Supt. of Communication and Power, Magnolia Petroleum Company, Dallas, Texas.

"Creates considerable outside interest and publicity for the company." E. W. Ratliff, Department Head of Shirt Cutting, Pool Manufacturing Company, Sherman, Texas.

"Customers make a special effort to come into the store to hear the Christmas caroling during the week before Christmas." Frances B. Penrose, Training Director, Frederick & Nelson, Seattle, Wash.

"The musical activities create the impression, or rather carry forth the impression, that this is a high class bank with exceptional personnel (which it is)." W. R. Snodgrass, Manager, Department of Service, Fidelity National Bank and Trust Company, Kansas, Mo.

"The Drum Corps carries the Larkin name wherever it goes." Harry W. Whitney, Assistant Comptroller, Larkin Company, Inc., Buffalo, New York.

We have now seen some of the numerous advantages which music in industry brings to the employer. None of these is conditioned upon any consequent disadvantage to the employee. On the other hand, his participation in music-making benefits him most positively in a number of ways—for example, as follows:

### I. It Counteracts the Monotony and Fatigue of the Job

Unfortunately, in the process of the present survey, it has not been possible to gain as direct access as one would like to the opinions of the workers themselves as to the musical activities in which they take part. This has been due to the fact that our approach has of necessity been in many instances with such officials as personnel directors—those in a position to have the necessary data—rather than with the rank and file of the music-makers themselves. Therefore, the voice of the worker as to the value of these activities is not herein presented in as articulate a form as we should like. Nevertheless, here is a situation, again, where actions indubitably speak with more finality than words. That action consists of a continued participation in the musical activities. This, in view of the fact that such participation remains entirely voluntary, speaks, as to the pleasure and benefits of such music-making, quite as eloquently as would mere words of praise. However, we do find articulateness of comment in several instances. One is a remark of a six-foot-four drum major and bass player, Al Martin, with the band of the "Katy" Railroad at Parsons, Kansas. Said he after rehearsal, "I slung a sledge all morning and when I came out here to rehearsal, I was so tired that I could hardly sit up, but I sure feel fine now." Not exactly an industrial environment but one permeated by the same monotony is represented by these comments from members of a firemen's band at Cedar Rapids: "We have a job now instead of a grind." "Our time on duty seems shortened by one-half."

Here are a few comments from a group of department store workers, those of the M. L. Parker Company at Davenport, Iowa: "We work a lot better after we sing in the morning." "Chorus practice always takes away those Monday morning blues." "Gives a fellow more pep for the whole day."

Besides such direct quotations, let us see some equivalent statements that have filtered through the official reports:

"The workers all believe in and enjoy the singing." Harry D. Riley, Proprietor, Harry D. Riley Company, Anaheim, California.

"Employees are almost unanimously agreed that the fifteen minutes of song is putting pep into the organization." Anne D. Cooper, President, Cooper's Inc., Fresno, California.

"Employees' attitude would indicate they think this very valuable." Albert M. Paul, General Manager, Sunmaid Raisin Growers' Association, Fresno, Cal.

"The manner of the employees' response indicates that they are heartily in accord with the plan." E. W. Lewis, Assistant to Superintendent, Broadway Department Store, Los Angeles, Cal.

"Personnel of chorus are all very enthusiastic over results obtained." D. W. Schick, Superintendent, The Marston Company, San Diego, California.

"The regular attendance of the workers indicates that they consider it worth while for many of them have families and it would be much easier for them to go home after work instead of coming to the Glee Club." Viola Burke, Assistant Educational Director, the Emporium, San Francisco, California.

"Interest has been shown by the workers because it provides recreation and a deviation from their regular routine of duties." C. N. Stanwood, Vice-President and General Manager, Public Service Company of Colorado, Denver, Colo.

"Employees are very enthusiastic over this choir during the week it is singing." John Lee Brooks, Personnel Director, Sage Allen & Company, Hartford, Conn.

"Many expressions of appreciation from employees." Adelaide B. Lawrence, Personnel Director, Burdines, Inc., Miami, Florida.

"The noon concert diverts the men's minds and gives their nerves a rest, which they otherwise would not get." N. C. Holden, Welfare Department, Chevrolet Motor Company, Flint, Michigan.

"The workers themselves are generally enthusiastic." Philip G. Orr, General Superintendent, G. Sommers & Company, St. Paul, Minn.

"All look forward to the days on which the meetings are to be held." H. A. Henegar, Foreman, Standard Knitting Mills, Knoxville, Tenn.

"There is no doubt that the organ recitals of approximately two hours daily assist in creating a refreshing, soothing, constructive environment in which to work." Harry W. Whitney, Assistant Comptroller, Larkin Company, Inc., Buffalo, New York.

"The employees would rather lose any other recreational activities than the band." G. L. Appel, Personnel Service Manager, White Motor Company, Cleveland, Ohio.

## II. It Opens up Avenues of Self-Expression

We are reminded by P. Sargant Florence in his book on "The Economics of Fatigue and Unrest" that many motives which ordi-

narily impel people to accomplish things in this world are lacking in the case of the industrial worker. He points out that there is many a thing in life which is carried through aggressively because it is a hobby. Still other things we go through because they are our duty. A third impelling motive is the fame which the doing of a certain thing will bring to us. As Mr. Florence makes clear, however, in the majority of industrial jobs the cash-nexus is the chief bond between the worker and his work, and other possible forms of incentive—the hobby-nexus, the duty-nexus and the fame-nexus—lie neglected.

Such being the case, we discern a golden opportunity for that recreation which gives the worker some sort of creative outlet, as does music. This is all the more true in view of the growing tendency toward shorter working hours per day and a shorter working week. However, even with the present duration of the work period, this creative test as to the value of recreation still holds good. All the more so will the need for creative recreation be felt if we ever reach the five-day week and the shorter working day. This is not the moment to discuss the latter trend, any further than to refer readers to the above book by Mr. Florence and especially to his discussion of the effect of a reduction of working hours upon industrial efficiency. He goes deeply into the proposition that a reduction of hours not only increases the hourly output but decreases absence and accidents per hour. However, the thing for us to discover is the place of music not only under such a dispensation as the above but in any shortening of the work period.

Thoughtful persons have been writing and talking for several years about the positive and the negative effects of an enlarged leisure in which there is not a plenitude of recreation which feeds both the body and the soul. On the positive side, they have seen the danger of unwise and unproductive recreation, both to the individual and to society. That there is such a danger does not need to be debated—these evil effects are already apparent, even amid such comparatively modest leisure as we now have. In a negative sense, leisure without recreation that really re-creates will tend to make the individual—even if not a menace—at least something less than a well-rounded human being. In other words, an industry where the worker is not fortified by this creative recreation will not live up to the test of the first

proposition stated in this book, "Industry is not alone a way to make a living, but a way to make a life."

It is not only that an increased amount of leisure may be harmful to society as a whole if not properly used, but that it may be distinctly detrimental to the worker himself. It is of vital concern to our statesmen and to both labor and capital that leisure should supply the fullest enrichment of life. It will mean that every one benefits.

We now have two component parts of the proposition that music helps the worker because it gives him self-expression. First, it supplies one element missing in the life of the average industrial worker, or, as Mr. Florence has called it, the hobby-nexus or incentive to endeavor. If the employer himself lacks a hobby through which he can find self-expression, it is probably his own fault as he generally has the means of satisfying such a want. As for the worker, however, the facilities for such recreation are often denied him. The employer is therefore wise who follows the rule stated by one personnel executive who told us: "We try to find what our employees' hobbies are and if they show an interest in any particular activity, we try to help them carry it on."

Then again, music supplies the worker with a form of self-expression that he will need more and more as his leisure time is increased. While we hold no brief against many of the commercialized forms of recreation in which man is merely a spectator, we do venture to say that only a few of them really feed the soul. The others, while they may help the worker to kill some of his added leisure time, are simply "blah" as far as any fortifying of the inner man is concerned. Regarded from the latter test of values, certainly, few types of recreation can compare with music, especially music that one creates oneself. Moreover, there is almost no other art, unless it be that of dramatic expression, that is so easy of access to the worker—every one can make music.

That music does fill the above requirements is shown from some of the comments in our reports. To sum it up, then, music gives the worker not only a refreshing form of personal expression but cultural advantages in the practice of an art that could scarcely have come to him otherwise. So frequently is the director of an industrial music group met with the phrase, "I want to learn something," that this cul-

tural by-product of employee music-making seems to be no insignificant one.

More than that, not only does the worker come into contact with the art of music as one of many in a group but frequently as the group director. One of the most interesting high lights of the statistics in the present study is the great number of instances in which the conductor of a music group is not a musician from the outside or even a company executive but a worker at a trade within the plant. Here are a few examples:

| *Position with Firm* | *Capacity* |
|---|---|
| Oliver W. Gushee<br>*Clerk,* Continental Oil Company<br>Denver, Colorado | Director and accompanist of glee club |
| Earl Sturman<br>*Store helper,* Oregon Short Line Railway Co.<br>Montpelier, Idaho | Director of band and orchestra |
| Harry Slater<br>*Foreman,* Chicago & Northwestern Railway Co.<br>Chicago, Illinois | Director of chorus and glee club |
| D. L. Steadman<br>*Miller,* Postum Company<br>Battle Creek, Michigan | Band Director |
| Robert Fried<br>*Carman helper,* Union Pacific Railroad<br>North Platte, Nebraska | Band Director |
| Charles Davies<br>*Pattern maker,* Pittsburgh Plate Glass Co.<br>Zanesville, Ohio | Band Director |
| S. J. Bishop<br>*Overseer of carding,* Saxon Mills<br>Spartanburg, S. C. | Director of band and orchestra |
| C. W. Staples<br>*Upholsterer,* Texas & Pacific Railway Co.<br>Marshall, Texas | Band Director |

## III. It Brings to the Worker Widened Friendships and a Social Outlet

Much of the tendency of the average American to be a "joiner" is due to the fact that either there is no provision for developing social

life in the normal pursuits of his day or else he does not take advantage of such opportunities. In the case of the industrial worker, if he does not find such relationships within the plant's life, he is likely not to have them at all, due to his being too tired at night for social gayeties even if he had the means to provide these. It is probably due to this combination of circumstances that one finds workers in a commercial or industrial organization not only grasping eagerly at the noonday social contacts of music-making but even remaining faithfully after hours to let a little more brightness into their lives through the pleasant associations at rehearsals.

### Those Mellowing Contacts

Not only do these music groups enjoy the pleasure of a ripened acquaintance within the plant but they also broaden the individual's horizon, both socially and mentally, whenever they appear on some public occasion away from working hours. Just imagine, for example, the effect upon a glee club of industrial workers of standing shoulder to shoulder with hundreds of other singers in some such big conclave as those of the Associated Glee Clubs. Or, think of the mellowing influence upon the lives of such a group when they give pleasure to those less fortunate who are inmates of an old folks' home or an asylum.

Signs are not lacking among the reports herein as to a full appreciation of these social values to the employees. For instance:

"A few good songs break down barriers and create a friendlier, warmer atmosphere at our meetings." Harry D. Riley, Proprietor, Harry D. Riley Company, Anaheim, California.

"These activities are a social benefit to employees." R. A. Miller, Tax Commissioner, Chicago and Northwestern Railroad, Chicago, Ill.

"We have no rehearsals during the summer months. Members frequently express themselves as 'lost' on Monday evenings with no rehearsals." W. B. Towsley, Assistant General Superintendent, Marshall Field & Co., Chicago, Ill.

"Members look forward with pleasure to rehearsal periods, not only for the opportunity to mingle with their fellows, but to prepare themselves for public appearances." C. D. Emmons, President, United Railroad and Electric Company, Baltimore, Md.

"Makes for good fellowship and a better spirit of coöperation." Don E. McDowell, Assistant Employment Manager, Kalamazoo Vegetable Parchment Company, Kalamazoo, Michigan.

We might here recapitulate some of the points made in this chapter. Music is a necessity in industry because it:

1. Helps the employer by increasing production, providing a common meeting ground for executives and the working force, improving the morale of the workers, cutting down the turnover and creating goodwill advertising;

2. Helps the employee by counteracting the monotony of the job, relieving fatigue, opening up avenues for self-expression and bringing to the worker widened friendships and a social outlet.

CATCH 'EM YOUNG WITH THIS BOYS' ORGANIZATION

Music figures early in scheme of things in industrial community of Kohler, Wis., as Kohler Junior Band indicates.

# CHAPTER III

## WHAT EXPERIENCE HAS TAUGHT

A Far Cry from Cave Man's Occupational Music to Scientific Use of It in Industry—But Both Founded upon a Basic Instinct, That of Rhythm—Fatigue in the Workshop and How Music Is Utilized to Combat it

THIS music in industry is not a phenomenon of a modern art civilization but was evolved down the ages through the experience of man. That experience has run the gamut from the instinctive music of our semi-barbarous forebears to its scientific application in industry to-day. Even though we must go back a long step to retrace this sequence of musical history, it will well repay us to do so because of the inescapable logic of this use of music which that retracing will show.

Some of the earliest and most crude forms of industrial music are doubtless represented by the especially primitive musical instruments, which solely gave voice to rhythm and, in many cases, accompanied the rhythm of work. These early percussive sounds, in other words, were used to impel to action not only the warrior but the laborer of that day.

Turning the calendar ahead several thousands of pages, we find such occupational music represented by certain songs which endure in our repertoire to-day. One of the most characteristic of these is Russia's "Song of the Volga Boatmen". This grew out of the need for a rhythmic impetus to lighten the task of the laborers who hauled the barges through the Russian canals by tugging doggedly at the tow rope. In the melodic line of that song one can feel the rhythmic lift with which the peasant "follows through" at the top of his stroke. Those who are familiar with the tune can listen for that lift on the third beat of each of the first two measures of the song—that is, on the word "heave" in the following:

"Yo! heave ho! Yo! heave ho!
Toil on, toil on, Yo! heave ho!
Heav'n will pity the poor man's need;
Soon the end will reward our deed.
Pull, brothers, pull, Yo! heave ho!"

Such singing was transferred from the shore to the surface of the water in the various sailors' songs or sea chanteys (pronounced, and sometimes spelled, "shanty"). Many of these veritable work-songs of the briny are heard now on the concert stage. One of those which truly lightened the sailor's task is "Haul Away, Joe" which started thus:

"Way, haul away,
We'll hang and haul together,
Way, haul away—haul away, Joe."

In the handling of the cargo the burden of the job was relieved by such lilting songs as this one:

"All roll the cotton down, my boys,
Roll the cotton down.
Oh, once we lay in Mobile Bay,
Roll the cotton down.
I thought I heard the old man say,
Roll the cotton down.
'Another pull and then belay!'
All roll the cotton down."

Such singing has been a common practice among seafarers in both fishing and freighting. It has been heard, for instance, on the part of the fishermen when raising their nets off the Grand Banks. Similar songs on inland waters are those of the French-Canadian Voyageurs, of the gondoliers of Venice and even of the college oarsmen in their "Eton Boating Song", with its speed-impelling "Swing, swing together, with your body between your knees."

One form of work-song which not only has a long history but is still heard in its original setting is the cotton pickers' song of the South. Dorothy Scarborough describes one of these in her "On the Trail of Negro Folk Songs" when she says: "A number of 'hands' were in a cotton patch, and they constantly sang as they went down the rows. Groups of kindred spirits would sing one song together,

or each sing a stanza alone, as fancy suggested. One of the groups in the cotton—the fastest—had for its leader an old man. He was apparently tireless, or so engrossed with his singing that he never slacked exertion. His favorite was the first stanza in this song. As he sang, the others added their contribution, with the following composite result:

"Wouldn't drive so hard but I needs de arns,*
Snatchin' an' a-crammin' it in my sack,
Gotter have some cotton if it breaks my back.
Wouldn't drive so hard but I needs de arns."

(**This evidently means "earnings."*)

As in the "Volga" song, the dynamic impact of the action is reproduced in the music in the "Woodchopper's Song", the solemn tones of which have a harmonious accompaniment in the ringing sound of the axe as it strikes the tree trunk. This is the song:

"Ole Mister Oak Tree, yo' day done come!
Zim-zam-zip-zoom!
Gwine chop you down an' cahy you home!
Biff-bam-biff-boom!"

All of us who love "close harmony" can feel the rhythmic impulse of the colored laborers driving spikes into the railroad ties of the South and sending home the blow with an accent upon the first beat of each measure in this old favorite:

"I've been wukkin' on de railroad
All de live-long day;
I've been wukkin' on de railroad,
To pass de time away."

In certain industries in the South, there is frequently a man who functions as a "pusher" or chantey-man. One of his duties is to get the negro laborers engaged in singing. Often this is done by the foreman. It applies not only to the cotton fields as above but to the loading wharves, turpentine camps and also to some parts of the tobacco industry.

Another form of folk music in America also has a place for work-songs—namely, the action songs of the American Indian such as "Make Maple Sugar" and "The Weaver".

The most modern of the occupational songs are the hiking songs used in the World War. Our military authorities quickly recognized the fact that music was valuable in relieving the situation described in a favorite war song which ran:

"Oh, it's not the pack that you carry on your back,
Nor the Springfield on your shoulder,
Nor the five-inch crust of khaki-colored dust,
That makes you feel your limbs are growing older,
And it's not the hike on the hard turnpike,
That wipes away your smile,
Nor the socks of sister's that raise the blooming blisters,
It's the last long mile."

This song, written by a musical candidate at one of the officers' training camps, described what hiking would be without singing to make the doughboys forget their blistered feet and weary limbs. That it was efficacious as an anodyne, the writer recalls from his experience in leading singing on the hike with future officers at Fort Myer, who were so buoyed up by the music as to make a strong finish of the march, even though one or two keeled over from exhaustion in the setting-up exercises that followed.

One of the devices for "shortening" the length of the march in the men's consciousness was the singing of a song which went:

"We're ninety-nine miles from home,
We're ninety-nine miles from home;
We walk a while, we rest a while,
We're ninety-eight miles from home."

So the song went on and the group were supposedly one mile nearer home at the end of each verse.

### Times Have Changed

With the exception of this war-time variant of the work-song and of the spontaneous singing of the Southern negroes, these vocational ditties do not in general fit into the changed conditions of modern industrial life. This change was sketched picturesquely by Frank E. Morton, the acoustical engineer, when he said in an address on the new industrial era:

"For scientific agriculture, the old plantation melodies are not

adaptable; for the vast woolen and cotton mills of to-day the spinning song is out of date; the herdsman's pastoral is too feeble to combat the cacophonous chorus of a stockyard; stokers in a liner's engine room or deck hands on an oil tanker do not respond to a barcarolle; roller process mills fail to chime in with the rollicking ditties of the jolly miller; and the village blacksmith can sing no rôle in the great ensemble of an automobile factory."

However, the more complicated processes of production have not prevented these benefits of music from being extended from man to the lesser animals. Particularly, the anecdote about the power of music to make a cow give more milk has advanced from the stage of folk legend to that of a repetitious appearance in the newspapers. Physiologically, the process is said to consist of the effect of soothing music in causing the udder of the cow to relax from a constricted condition so that an easy flow of milk is the outcome. A bird's-eye view of the spread of this procedure is seen in the following headlines which covered a considerable period:

COWS YIELD MORE WHEN MILKED TO MUSIC

* * *

TO TRY EFFECT OF MUSIC
UPON THE YIELD OF MILK
Southern Dairyman Installs
Player Piano in Barn Among
His Jersey Cows

* * *

DANCE MUSIC INCREASES
THE YIELD OF COW MILK

* * *

MUSIC AS A DAIRY HELP
Effective in Increasing Milk Yield

* * *

MUSIC AS AID IN MILKING
LONG HAS BEEN UTILIZED
Hardy in "Tess" Tells of Its Use
on Big Dairy Farm in
Wessex

The first of these headlines was attached to an account of an experiment at an electric exposition in New York City, at which, under the influence of music, six thoroughbred cows gave from ten to twelve per cent more milk than their usual volume. The fact that the music played on the phonograph was of a slow, measured cadence prompted some jocular visitor to suggest that jazz music be used to produce buttermilk.

In the second instance, the farmer figured that if the cow gave a pint or a quart more milk while the electric piano was being played, the instrument would pay for itself in a short time.

According to the third story, a dairyman had had dances on his farm and had noticed that on the morning following these dances, especially when the music had been loud and was kept up later than usual, the milk from his cows was greatly increased.

### Minstrels on the Farm

No less a personage than Al G. Field, the minstrel man, was the chief actor in the fourth of the above incidents. This impresario-farmer was said to have used not only the phonograph but his band or orchestra in a similar experiment. The story goes on: "He has proofs to show that music 'soothes the savage breast' of the dairy cow and causes her to give up vastly increased quantities of milk; also that horses and pigs become more tractable under the influence of harmonious sounds." (That may all be, comments the present writer, but the latter has had little success, at least, in finding dogs that were receptive to piano music.)

As to the fictional example of such music in the dairy, Thomas Hardy in "Tess" depicted Dairyman Crick as recommending singing when cows did not "give down" their milk as usual. In such emergencies, Crick called out: "Folks, we must lift up a stave or two—that's the only cure for't."

To return to the humans, one could keep a press cutting bureau busy clipping all of the news items regarding music in industry during the last decade or so. For example, one article depicted a chocolate factory in England where 3,000 girls in forty departments worked to the strains of pianos played by members of the force. Again, a Minnesota postmaster announced that he had introduced a phono-

graph to enliven the mail clerks who worked on the night shift and became morose in the early morning. A printing plant installed a phonograph and found that the human mechanism worked faster when a stirring piece of music was set going. Members of a white goods union declared that a musical accompaniment was indispensable in the sewing of milady's undergarments. A New England high school utilized a phonograph as a speed guide for the penmanship classes. Item number six: A Hollywood film studio used music to kindle the emotions of its actors. Even a corporation executive installed a phonograph in his office for fifteen minutes of music when he found himself working at too high a speed.

### Those Metronomic Songs

"Jazz Is Linked to the Factory Wheel" was the title of a two-page article in the *New York Times* Magazine of December 30, 1928. The author quoted a German writer, Buecher, to the effect that all work songs in the last analysis were simply metronomes—gauges of rhythm at a common task.

She also told of the experiments of an American, Charles M. Diserens, who contends that musical tones themselves lend force to muscle movements. When such tones are arranged in rhythmic patterns corresponding to the rhythmic movements of the work, they synchronize with elementary reflexes. Yerkes's experiments on the frog, for instance, showed that musical tones reinforce the leg reflexes. Dr. Diserens himself, at the University of Cincinnati, tested the strength of grip of ten men, with and without music. Two-thirds of them, he found, had more endurance when music was being played.

A strictly up-to-date experiment along this line was that at a six-day bicycle race at Madison Square Garden. Forty-six miles were separately timed on three evenings. In each case half were ridden while the music played and half while it was silent. The average time with the music was 19.6 miles per hour, and without it only 17.9, or an average difference of 1.7 miles in favor of the music.

As a working-tonic, gay, rhythmical, rich-toned melodies are best, says this author. She mentions the stirring "National Emblem" March as found by Dr. Ida H. Hyde to stimulate the whole cardio-vascular system, as well as muscular activity, working power, diges-

tion, secretions and other functions of the body. Once the hearer became bored with it, however, all these reflexes were more or less inhibited.

This last point was borne out by an experiment made on fifty college men by Professors A. R. Gilliland and H. T. Moore. They took four phonograph records—two classical and two dance—and played them over to the students each twenty-five times, five times at a sitting. The classical records were the first movements of Beethoven's Fifth Symphony and of Tchaikovsky's "Pathetique". The dance records were a popular fox-trot and one-step.

### Experiment on College Boys

After the first hearing it was found that the jazz gave the pulse on the average 2.5 more beats per minute than the classical music. The boys' strength of grip was about two per cent greater after hearing the jazz than after hearing the classical music, and in a tapping test it was found that the jazz produced an average of three more taps per half minute. Apparently muscles and heart were toned up by the jazz. However, the records after the twenty-fifth hearing told a different story. Jazz still stimulated the pulse more than the classical records, but the tapping and the grip tests now showed no advantage for the dance records. Moreover, the boys according to their own notations were becoming more and more bored with the jazz and more and more interested in the classical pieces. Some of the students indeed threatened to break the jazz records if they had to listen to them again, and photographs taken of the boys after listening to the records the first and the twenty-fifth time showed a striking reversal of attitude. The grins that greeted the first playing of the jazz had given way to a listless slouch. The classical music, however, was met by a more alert interest.

### A Diagnosis of Fatigue

Most of these and various other newspaper evidences of the alliance of music and work converge upon two definite points—speed and fatigue. Actually, the two are very much inter-related as cause and effect. In other words, too much straining for speed is one cause of fatigue. Conversely, the worker who can ward off fatigue can work much faster.

THE BUCOLIC TOUCH IN MUSIC—HUMAN

*OR*

BOVINE

A rustic garb adds picturesqueness to above harmonica band of National Tube Company at McKeesport, Pa.; a phonograph increases yield of milk in musically equipped dairy shown below.

This element of fatigue is so important in the study of industry that several exhaustive books have been written on the subject. For instance, there is "Economics of Fatigue and Unrest" by P. Sargant Florence, which we have already mentioned. He makes a distinction between fatigue as "a physical incapacity to produce" and unrest as "an unwillingness to produce." That is, unwillingness and incapacity to produce shade off into one another and unrest is the middle ground between absolute ill-will and fatigue. Because of this very delicate differentiation between the two, Mr. Florence is of the belief that the distinction between the "leisure" and the "fatigue" motives in the movement for shorter hours is somewhat academic. In any event, whatever helps to counteract fatigue, as does music, is desirable to all.

Music lovers will be interested in another discussion of this subject for the reason that it has such a logical relation to music. That discussion occurs in the course of Josephine Goldmark's book on "Fatigue and Efficiency". She devotes a considerable section to the relation of rhythm to fatigue. Says Miss Goldmark: "The rhythm of any power-driven machinery is fixed and mechanical, depending upon its construction and rate of speed. Now, it is also true that human beings tend to work rhythmically, and when the individual's natural swing or rhythmic tendency must be wholly subordinated to the machine's more rapid mechanical rhythm, fatigue is likely to ensue.

### A Warfare of Rhythms

"The reason why rhythm makes work easier as well as more enjoyable is that, in any given tempo, each effort is followed by a corresponding rest. There is a perfect balance of swing and recovery, rise and fall, exertion and repose. . . . If such a balance could be permanently established in work, fatigue would never occur. . . . Thus are we physiologically attuned to rhythm. . . . The injury of highly speeded work lies, as we have said, in this, that the mechanical, rapid rhythm of machinery dominates the human agent, whatever be his natural rhythmic tendency. The machine sets the tempo; the worker must keep to it. Not only is the beat of the machine much more rapid and regular than the more elastic rhythm; it is often wholly lost in the chaos of different rhythms of the various machine belts and pulleys in one workroom. The roar and vibration of machinery tends

further to distract any sense of rhythm on the part of the workers."

As do other writers on the subject, Miss Goldmark treats extensively the scientific thesis that one factor in fatigue is the accumulation of waste products within the body which, by chemical action, are changed into poisonous toxins. She continues: "During activity, the products of chemical change increase. A tired person is literally and actually a poisoned person poisoned by his own waste products. But so marvelously is the body constructed that, like a running stream, it purifies itself and during repose these toxic impurities are normally burned up by the oxygen brought by the blood, excreted by the kidneys, destroyed in the liver or eliminated from the body through the lungs. So rest repairs fatigue."

So much for the physical side of fatigue, with its connotations of the possibilities of music as a counteracting form of rest.

### What Causes Nerve Strain

In addition, Miss Goldmark treats the nature of nervous fatigue as imposed by the new strain in industry. The latter she finds to be induced, first of all, by the speed and complexity of modern work. Among the various types of industry in which such speed and complexity are in evidence, she mentions the telephone service, the needle trades and the textile industry. Another factor in the nervous strain is monotony, she points out, and she mentions the canneries and shoemaking as some of the industries of which that is typical. She adds: "We know that with repetition and sameness of use there results continuous fatigue of the muscle or organ used. So too with the nerve centers from which our motive power springs. The special functions of the brain have separate centers. When certain centers are working continuously, monotonously from morning till night, day by day and week by week, it is physiologically inevitable that they should tire more easily than when work is sufficiently varied to call upon other centers in turn."

(Once again, we prescribe our antidote: To lessen the degree of monotony, apply music.)

Next, that writer ascribes to the noise in industry some of the responsibility for nervous fatigue. As Miss Goldmark points out: "The fatiguing effect of the roar of machinery is chiefly due to its

influence upon the faculty of attention. . . . There is in attention a sensation of effort, and fatigue of attention is in direct proportion to the continuance of the efforts and the difficulty of sustaining them. Now under the influence of loud noise, attention is distracted and the difficulty of sustaining is increased."

### Music's Remedial Effects

Another form of fatigue which has more lately come to thoughtful attention is psychic fatigue. This often precedes physical fatigue. It has to do with the effects of a lessening of interest on the part of a person as to the task which he is doing at that particular moment. While this fatigue is largely emotional in its causes, it is also allied to a mental fatigue. It is therefore important that anything, such as music, which helps to prolong the period of interest in the task shall be applied as an aid to the worker.

Without going further into the other causes of the worker's fatigue, we may readily understand that anything (notably music) which either actually lessens the fatigue or puts the worker in a condition to throw it off, is of benefit to employer and employee alike.

There are, in general, two uses of music in the campaign against fatigue. Their purpose is either to prevent the fatigue to some extent or to counteract its effects. These two uses may be divided roughly as to music that is performed before or during the work and that which follows it. In the first case, the music, if before the work, is utilized to spur the worker in advance so that the burden of the toil shall seem lighter; or, if during the work, to cut down the degree of fatigue through the rhythmic impulse described above. If the music occurs after the work period, it is for recuperative purposes as an antidote to the fatigue. This latter classification covers, primarily, the music during the lunch hour. It also includes the instances where progressive employers have instituted rest periods amid the morning and afternoon work sessions and have introduced music as a part of these.

As to the first form of music—that of the early morning, pep-producing type—the department store sings are a successful example. We have already quoted the typical comment of an employee on these

sings: "We work a lot better after we sing in the morning." As to the music performed in the midst of the work period, we have just given some homely examples. More luxurious provision of such music is that of the Larkin Company at Buffalo with its organ recitals from time to time during the working day. An informal variant of the idea is that described by Milton D. Gehris of the John B. Stetson Company, who told us: "Very often while the folks are busy some one who is waiting for work or one who has a little spare time will sit down to a piano to play and all join in singing while they are working. We have found this very helpful and it certainly is cheering to the folks."

### An Accidental Experiment

One of the most systematic steps in this campaign of music versus fatigue is that taken by the Westinghouse Electric Manufacturing Company at Newark, New Jersey. That this particular musical enterprise is a going concern is indicated by the fact that after reading about the matter in a newspaper clipping of 1926, we checked up with the officials of that factory in November, 1928, and found that the music was still functioning as effectively as ever and to the delight of the employees. The scheme is that of the frequent presentation, throughout the day, of phonograph music reënforced through an amplifying system, with loud speakers in the various workrooms. It is explained by Harry E. Miller, the superintendent, that the plan to give the workers music was an accident and not premeditated.

"We were testing out some radio equipment it is necessary to use with victrolas," he said, "so that the workers in the testing section of the factory were listening to music all day. After a while the workers in other parts of the factories appointed delegates to ask the management if music could not be provided in their part of the factory. After an investigation they found that those in the testing section of the factory seemed to be in better spirits, work was running more smoothly and in many cases their dispositions had changed for the better.

"The management then arranged to have music set up in all the large workrooms."

There is one worker in charge of the performance of this music, which includes not only the supply of records on file in the factory but others which the workers bring from their homes. Thus, the numbers chosen are in answer to requests and the playing is not at any specified time but when there is a spontaneous desire for music on the part of some of the employees. The latter phase of such a plan avoids the monotony that would ensue from a constant bombardment of music, which would end in being merely another form of factory noise. Best of all, the result of this music is to eradicate that fagged out feeling of the workers, especially toward the close of the working day.

### The Fatigue Curve

As for the recuperative music applied at noon time, it is so much in the majority in the content of this survey that we need not, just now, offer a statement of its curative qualities. We may profitably, however, take up the matter of added rest periods and their accompanying music. P. Sargant Florence goes deeply into this subject in his book on fatigue. As he points out, the output of a worker usually rises until the second or third hour and then falls. He adds that the introduction of rest pauses of ten minutes in the middle of five-hour spells appreciably increases the daily output. He quotes the following comments by workers as to rest periods in a ten-hour plant: "You don't feel so tired and you feel like working all day." "The two bright spots of the day." "When eleven o'clock comes we have recess and I can do more the last hour."

This writer can testify personally as to the potency of music as the chief diversion in such rest periods through his experience with brief sings in such pauses at three o'clock daily at the headquarters of the Playground and Recreation Association of America. It was hard to tell which was the more revivifying—the music or the fresh air from the open windows (one wished that the sings could have been held at the window sills).

### Employees Sprayed with Music

Our attention was called recently to one successful régime of this sort through a college mate, Elroy Curtis, president of the Ware Valley Manufacturing Company at Ware, Massachusetts. He had

read of the imminent publication of this book, and he wished to acquaint us with the musical rest periods in operation at that plant. As Mr. Curtis remarked, "The attached clippings will give you an idea of the way a Greybar music machine pours forth its product through large amplifiers over all the mill." Those clippings showed that every morning at ten o'clock and every afternoon at three the employees ceased work and had nothing to do but to enjoy themselves for the ensuing twelve minutes, with music to help them. Large phonographs have been installed and each floor equipped with amplifiers. The programs are varied and include music for dancing, of which full advantage is taken. An advance account of the results expected from the scheme is the following:

"The plan is for a definite program of rest periods twice a day, at the time when the 'fatigue curve' shows the employees need it. A fixed, definite rest period, at the proper hour, is better than minutes of rest taken casually. The music is a little extra diversion which should make the rest period more effective.

"Since the rest period is mostly for the pieceworkers, it is expected that they will be able to earn more money, with less fatigue. One might figure that he or she is losing 108 minutes in productive time each week. We have data which leads us to the conclusion that 108 minutes of rest periods in the week will show an actual increase of production for the week."

### More Underwear Made

That these expectations were fully borne out by the results is the testimony of Mr. Curtis, who tells us: "Experience has taught us that in spite of the loss of 108 minutes out of a forty-eight hour week, the monotony of repetitive tasks has been overcome to a degree that the girls make more underwear for us and more money for themselves than they did before. It is also a fact that the amount of imperfect work has been materially reduced. We are completely sold on it and after three months can testify that if we tried to go back to the old plan we would have a row on our hands. The girls have asked for a cheery tune at the beginning of work in the morning and when they return from dinner. They also ask for it fifteen minutes before closing at the end of the week when they are cleaning their machines."

We were told by Mr. Curtis in November, 1928, that a similar plan had been instituted at the organization's mills in Cartersville, Georgia, and that it had worked out there with an even greater degree of success than at Ware.

### Music Makes a Difference

This discussion of music and fatigue may be closed with another story. Johnny—four years old—was on a wearying shopping tour with his mother. Johnny was tired—rebelliously tired. Finally he refused to go another step, in spite of all entreaties. He sat down on the curb with the conclusive statement, "No more go in Johnny's legs." Just then a street band came along and Johnny jumped up and marched alongside, with martial step and full vigor. The weariness had gone. The nerves had been touched and a new source of energy had been tapped.

# CHAPTER IV

## WITH WORKERS OF OTHER LANDS

Movement Not Confined to This Country, as British Activities Show—
Government Utilities Employees Take Lead in Germany—
Where Industrial Music Functions in Canada—
Mexico's Model Factories

NOT merely is this movement for music in industry confined to the United States; it is also to be discerned in other countries. For example, such use of music has spread so encouragingly in Great Britain that a pamphlet on the subject has been issued by the Federation of British Music Industries. It bears the sub-title, "A New Note to Employers". However, the numerous instances mentioned therein of music actually in operation among the workers show that to many an employer the idea is no longer new.

In the introduction to that pamphlet, its writer points not only to the way in which music served in the war but to its use by such national figures as Lloyd George, who has sought the music of a pipe organ to relieve the cares of state. He then calls attention to some leading English firms which have been fostering music among their workmen. The following accounts are drawn from that booklet:

Messrs. C. H. Hunt, building contractors, High Wycombe, absolutely failed to get any response to their advertisements for laborers in the autumn of 1920. Two reasons for this were lack of housing and the isolated position of their building project. Then they tried a new plan, and at the end of their advertisement stated: "Work for us in the day and we will entertain you at night with concerts, bands, whist drives, dances, etc." This advertisement produced 1,500 replies, and 500 persons were engaged.

The firm reported as follows:

"A concert room has been erected, and each night there is some

OFF TO A CONVENTION GOES A STORE CHORUS

Members of Strawbridge & Clothier Choral Society register happiness when entraining for a Retail Dry Goods Association meeting at Atlantic City.

form of entertainment while the workmen themselves have formed an excellent band. Everything is merry and bright under the management of a music master."

### An Eight-Cylinder Band

Crossley Bros., Ltd., the well-known automobile and gas engine manufacturers, describe the effect of their brass band on their workpeople in this way: "When the band performs, a liveliness is apparent among the workers, and one can hear them whistling and singing over the tunes played by the band, whilst pushing on with their work. There is no doubt that a much more cheerful spirit and contented manner is caused by the music during the midday meal hour."

Crossley Bros., Ltd., have now built a large dining hall for their employees, and a series of dances, concerts, whist drives, reunions, etc., is organized there, the band being a very valuable asset to these entertainments.

The soap firm of Lever Bros., Ltd., retain their Port Sunlight Silver Prize Band at all meetings of their employees. The band is hired for public functions in the neighborhood, and the members are paid so much an hour for attendance whether at practice or playing in public. Except for some subscriptions of directors and company managers, this band is self-supporting.

### Tea for Choristers

William Crawford & Sons, Ltd., Liverpool, have a choral class of seventy girls and a dozen men. The firm provide tea for members on class nights. They report:

"The effect of the classes on the girls and men has been most refining. At first they were off-hand, careless and insubordinate, but these qualities soon disappeared, and now their attitude would give points to more pretentious societies."

Fodens, Ltd., of Sandbach, have had a band for fourteen years, says the booklet, the cost being borne by the firm, who allow the men to divide equally the engagement money. A director of Fodens has stated, "We certainly think that many more employers might with advantage to themselves and employees encourage bands amongst their workpeople."

One of the day laborers of Messrs. Boulton & Paul, Ltd., Norwich, is the popular conductor of a twenty-piece orchestra. The ambitious workers of this Norwich works at one concert performed the whole of the last act of "Faust" with scenic effects. "The orchestra has a tremendously good effect upon the men, who attend the rehearsals regularly with great enthusiasm," declared Boulton & Paul, Ltd.

### A New Spirit in Industry

As the pamphlet concludes by saying, this new spirit in British industry is such that no longer will an executive voice the sentiment expressed by one, who said:

"When six o'clock comes my workers leave my premises, and I am as glad to be rid of them as they are of me."

Instead, a permanent goodwill is being cemented by the employer's interest in his employees' recreation, housing and the other things that make life worth living.

### Germany's Club Mania

Sports rather than music occupy the limelight among industrial groups in Germany, according to a report prepared for us by George Romermann of the Hamburg branch of Steinway and Sons. When a copy of our questionnaire had been sent to him by Hermann Irion of the New York headquarters of that firm, Mr. Romermann replied that despite all of his knowledge of prominent concerns in Germany, he could not mention a single instance which could be construed as an answer to our various questions. He continued: "You are undoubtedly familiar with the fact that Germany is the typical land of 'Clubs,' and this is carried to such an extreme that many years ago one already spoke of a German 'Club-Mania' (*Vereinsmeierei*). Especially, the singing societies were very prominent. In every city or town, and even in the smallest villages, singing societies exist, open to all song-loving men and women. There are almost as many veteran or military clubs, a great number of which have their own bands, made up in most cases on the pattern of the pre-war military bands. In the larger places, there are orchestra clubs, giving amateurs plenty of opportunity to develop their talents.

"There are also the music clubs of the various government and public employees who are known for invariably having their own instrumental groups—mostly brass bands. Quite prominent in this respect are the government postal and railroad employees and also the city street car employees. These bands, too, are organized on the lines of the former military bands. In addition to that there are the innumerable Turn Vereine who almost invariably have their drum and fife corps.

"However, there is only one movement that has the enthusiastic support of almost all the large firms with their numerous employees, and that is sport. These concerns maintain one or more football teams who also go in for competition and who hold the undivided interest of all employees.

"All this will show you that people with inclination and appreciation for music have plenty of opportunity, in the countless music clubs all over the country, to cultivate actively their musical talents, while the by far greater majority of employees of all larger establishments belong to a sport club of some sort or the other."

### Our Neighbor, Canada

Certain of the activities in Canada have been reported to us by railroad secretaries of the Y. M. C. A. in that Dominion. For example, we find among the workers of the Canadian National Railway at Montreal not only a shop band of thirty men but the use of musical numbers at the noon hour shop meetings. A contributing cause of a discontinuance of community singing at those meetings may be of interest to us. It is the fact that not all of the employees in that considerably French-Canadian section spoke English.

Other instrumental groups included the orchestras of the railroad employees at Niagara Falls and at Schreiber. A more diversified line-up of activities was reported from Revelsteche, where the Canadian Pacific employees not only have a band and orchestra but engage in community singing and have formed an operetta group. The railroad "Y" secretary reports that the C. P. R. superintendent is greatly enthused over the activities.

A more general picture of Canada's status is drawn for us by Captain J. S. Atkinson of the Canadian Bureau for the Advancement of Music, from its headquarters in Toronto. His statement follows:

"A number of Canadian firms are using music greatly to their advantage in developing a better morale, a certain *esprit de corps* and a general raising of the atmosphere surrounding their plants. The activities fostered by these houses differ considerably. Some are giving fifteen or twenty minutes to music and others half-hour musical programs during the latter half of the lunch-hour. Still others have ten or fifteen minutes of community singing during the middle of the afternoon, and some have short programs of community songs just before the commencement of work for the day. It is surprising to see the large proportion of the employees who come fifteen minutes earlier in order to engage in the singing, and this is especially so just preceding Christmas, when a number of firms are devoting fifteen minutes to carol singing previous to the commencement of work.

### Reacts Upon Customers

"Executives of a large department store which has been following this latter procedure tell me that it is really surprising, the difference in the mental attitude of the sales force throughout the entire day following this community singing period. There seems to be an increased tendency toward courtesy, consideration and alertness, which not only conduces to an improvement in the work of the sales force, in so far as they themselves are concerned, but reacts favorably upon the customers."

### In Mexico's Governmental Plants

Another of our neighbors, Mexico, exhibits a governmental sympathy with labor in the form of a fostering of these recreational pursuits in its national factories. The full extent of that sympathy was brought home to a group of eighty Americans who went to Mexico during the summer of 1928 to study conditions there. For instance, they visited the factories where the uniforms and medical supplies for the army are manufactured. What they saw was sketched by Rev. Edgar Swan Wiers, chairman of the group's labor committee, as follows:

"We saw almost 1,000 women and over 700 men at work in a model factory with plenty of light and air and room and equipped with up-to-date American and German machinery. We saw them gather in the great dining hall to eat their lunches brought from home, while a band of forty pieces from their own number, trained at the factory, played. (This is alternated with a sort of Mexican orchestra of players in national costumes with guitars and like instruments. All of the latter are workers in the factory.) On three alternate days each week the women come an hour earlier for gymnastics and a shower bath, while the men come the other three mornings. There are fine gymnastic open-air courts and a fair gymnasium. There is a good theater with murals of gems of Mexican scenery and where free movies for the members and their friends and families are shown on Sunday afternoons, and amateur plays are given by the workers."

# CHAPTER V

## THE CASEY JONES MOTIF

Bands in Ascendancy as Favorites of the Railroaders—Active Fostering of These Groups by Companies and Men's Response Factors in Their Spread—The Touring Quartet as Goodwill Spokesman—Outstanding Glee Clubs

EARLY in the process of compiling the information contained in this book, it became apparent that two classes of industries were leaders in the number of musical activities reported. These were the railroads and the department stores. Just why they top the list is an interesting question. In the case of the department stores, we may attribute it, in part, to the impetus given by the store sings of wartime. Another responsible cause is the superior setting and equipment provided by a department store for such musical activities. A determining motive is, no doubt, the goodwill which these activities create among the customers.

In the case of the railroads, however, we will probably have to look deeper to find the underlying cause. At first glance, we might analyze the situation as follows: Why do the railroads surpass other allied industries in this regard? Perhaps because the strain upon the railroad employee is so great that everything possible must be done to keep him fit, lest his unfitness endanger the lives of the general public, whereas the unfit factory worker would endanger the lives only of himself and of the men about him. Furthermore, the railroader is driven to seek, through music, a release from the exhaustion of a particularly hazardous job.

This analysis of the matter seems plausible but it does not hold good in one particular. One finds that only a very small percentage of the personnel of these railway music groups is made up of men from the train crews. The itinerant duties of a locomotive engineer or a

brakeman do not give him much opportunity to settle down into the routine of music rehearsals, wherefore the majority of those using their leisure in this way are men from the shops or offices.

### An Expert Speaks

One must therefore look for an additional cause. We discussed the matter with J. D. McCartney, Assistant to the President of the Central of Georgia Railway, one which has several musical groups along its lines. Says Mr. McCartney:

"As far as our company is concerned, we regard the musical activities of our shop organizations as more valuable in promoting morale and 'company consciousness' than as a means of relieving the strain upon the individual worker. Our two bands are made up entirely of shop employees, and while it is true that the Macon and Savannah shops are constantly improving their records for promoting safety and efficiency, this is equally true of the other shops having no musical organizations. In fact, last year the best record for safety work was made at a shop having no band. While I have an open mind on the subject, I do not think that these bands have had any effect in making railroad work less hazardous."

Setting aside these other considerations then, we can narrow our analysis down to two leading factors. First, music flourishes in this field because there are certain musical activities which seem inevitably to appeal to railroad men—namely, bands and glee clubs. This is shown by the fact that the initiative in forming these groups has almost invariably come from the men rather than from the company. Moreover, the employees' interest has persisted despite what has frequently been a total disregard of their efforts on the part of the employer.

Second, Mr. McCartney has hit the nail on the head with regard to what is the chief value of these activities to the employer. It is that of promoting morale and company consciousness. We may go a step further, however. As we shall find, the railroad in many cases sees to it that these activities not only give pleasure to the men but function in the public relations field by creating goodwill toward the company. Incidentally, the railroads are able to facilitate such func-

tioning better than some other industries in that they can transport their musical groups virtually without expense.

Whatever the reasons for this bountiful musical crop along the railroad lines, the wind band reigns supreme there as the favorite activity. Some of the roads are very casual in their attitude toward band development; others see to it that their bands are fostered in a practical, systematic way. One of the latter is the Missouri, Kansas and Texas, familiarly known as the "Katy". If we err not, this is virtually the only railroad in the world that employs a full-time music supervisor. Its musical director, W. E. Thomasson, devotes his entire time to developing bands and orchestras among the shopmen throughout the system. The road had, at the last writing, five bands of white workers, one Mexican band and one colored band.

### Hail to the Band!

Of those bands, the Katy-Parsons Band of Parsons, Kansas, is the official band of the railroad. A leading bandmaster on another system has described it as the best industrial band in the world. This concert band of sixty-five players is not left to endure all the fluctuations inherent in a changing personnel; Mr. Thomasson has supplemented it with a beginners' band. In recruiting the junior band, the director placed upon the shop bulletin board an announcement to the effect that he desired fifty young men to start a beginners' band, experience unnecessary. About fifty men from the back shops, roundhouse, reclamation plant, etc., presented themselves and stated their choice of instruments. Hardly a man had ever played an instrument before. At the suggestion of the leader the boys bought instruments that were mostly second-hand or of a modest grade as to price. As the men advanced they turned in these makeshifts as part payment on high-grade instruments.

As these juniors progressed, they were given a chance to play with the concert band. This gave them such an incentive to further study that the beginners' band has proved to be a productive recruiting agency for the official band.

### The Second in Command

Inasmuch as the "Katy" music director can give so little time to any one of the bands, he has seen to it that interest shall not be allowed

WHEN BAND MEETS BAND—AND THEN SOME!

Various of the bands on "Katy" Railroad merge in an ensemble of 200 at a system athletic meet in Parsons, Kansas.

to languish during his absence. This is accomplished through a system of assistant directors. For instance, Harold Larsen, a bandsman who happened to be a machinist in the backshop, was appointed assistant director at Parsons, with special attention given to the beginners' band. George Williams, a machinist in the yards, was the assistant at Denison; Paul Gantert, a tinner apprentice, the leader at Sedalia; Roy Walthall, a blacksmith foreman, the bandmaster at Waco, and Henry Osterloh, the bandmaster at Franklin, Missouri.

As is the custom with certain other roads, the "Katy" effects a tie-up between its musical and athletic groups by bringing the Parsons band together at its annual athletic meets. Furthermore, besides thus cementing the company spirit, the band also has a direct effect upon the public goodwill, through its numerous tours. As the Secretary of the Texas State Fair Association declared after the band's visit to that Fair, "I candidly believe this is one of the greatest pieces of constructive publicity the Katy Road has ever done, and I am quite sure it will redound to its benefit in the greatest measure."

### The Sky Is the Limit

When the bands are sent to a State Fair or to other places complimentary by the company, the men's wages go on just the same. Pullman cars are furnished free to the men and all expenses are taken care of by the road.

It is Mr. Thomasson's custom to visit the various shops during the week and to spend his week-ends at Parsons in the interest of the official band. For purchasing the music of the various bands, the railroad allows him $40 per month. The employees' association at each point furnishes the practice hall and the lights for the band rehearsals. Thus, in effect, the maintenance of the bands is taken care of by the railroad.

Daily rehearsals at noon are held by the band at Parsons. Lunch is dispatched as soon as possible and the men enjoy about forty minutes of practice.

### Seventeen Bands on the U. P.

Another railroad which has developed musical activities broadly along its lines is the Union Pacific System. Besides the male chorus

of forty at the Omaha headquarters, this railway has some seventeen bands along its own lines and on three allied roads. As Carl R. Gray, the president of the system, explained to us, the chorus is self-supporting, with no time allowed by the railroad for rehearsals, but the band members are given two hours each week for rehearsing. The band leaders who are not regular employees of the road receive a nominal monthly salary. Those who are employees are allowed two hours each week, just as are the other bandsmen.

These Union Pacific bands, which are at nearly all its important terminals and at some of the lesser ones, compete annually in a band contest at some centrally located point. During the athletic meet of the Union Pacific Athletic League the bands enter in Classes A, B or C, according to their size, age and ability of members.

Moreover, the road some time ago became a member of the National Industrial Athletic Association and has planned to enter in the national meet—held annually in different parts of the country—its athletic groups and bands which are winners in its own meet.

Indeed, so interested is this road in band development and band contests that it sent one of its band directors, M. S. Sullins, of Los Angeles, to witness the 1928 National High School Band Contest, at Joliet, Illinois. At that impressive conclave Mr. Sullins became enthusiastic over the manner in which the High School competition was conducted. He also learned from C. M. Tremaine, Director of the National Bureau for the Advancement of Music, just what had been the practical steps taken in the development of these contests by the Bureau in coöperation with the public school music supervisors of the country. As a result, the International Railway Athletic League invited the Bureau to coöperate in a similar way toward the carrying on of an international band contest at the meeting of this League in 1929.

### A Musical Stock-Taking

Another example of this road's fostering of the band movement is the action of the Union Pacific Band of Los Angeles in conducting a survey among the various railroads as to the problems confronted by the average industrial band. The purpose was to check up the progress of the different bands and to provide an exchange of ideas.

Those ideas were to be used for formulating definite plans for extending the movement beyond the forty roads then participating.

Replies were received from about fifty bands. A summary of these answers reveals some facts which doubtless apply to industrial bands in general, and in some instances, to the entire field of music in industry. The bands were found to range in personnel from twenty to sixty-five players, with an average of thirty-seven. On nearly all of the roads the bandsmen are exclusively employees of the company. Exceptions are the band of the Atlantic Coast Line at Waycross, Georgia, which is connected with the Railroad Y. M. C. A. and which includes non-employees, and that of the Orient lines at Wichita in which one-third of the players are not company employees. Various terms of service were recorded, the New York Central reporting a band then a year old at Bucyrus, Ohio, and another at Avis, Pennsylvania, which had been in active existence for twenty-four years.

### The Men as Initiators

In almost every case the initiative regarding the formation of the band was seen to have come from the men, but the company nearly always endorsed the activity when it was once in successful operation. The membership of the bands was reported as coming from various departments rather than from one, with the exception of that composed entirely of clerks in the Accounting Department of the P. R. R. at Philadelphia.

A practice started years ago in some industrial plants—that of employing star athletes chiefly because of their value to the plant teams—finds little counterpart in industrial music—at least, in an unwholesome sense. The survey showed that, when engaging new employees, the company frequently gave bandsmen the preference, but that they had to qualify for their respective positions. A good many roads give no consideration to ability along these lines, and in no instance were the men reported as employed solely as musicians.

### Special Favors to Bandsmen

One of the questions asked in the survey was:

"Is there any consideration granted employees who are musi-

cians, such as differential in rate, better paying positions or lighter clerical employment?"

It was learned that on most roads no consideration was shown. However, at some points on the Union Pacific it was said that the officials tried to find a better position for exceptionally talented musicians, if this could be accomplished without breaking any rules or agreements with the various employees' associations. Moreover, on some lines, such as the Texas and New Orleans, the Missouri Pacific and the Missouri, Kansas and Texas, the bandsmen are granted system annual passes. Through any other service, these could not be obtained until the employee had worked from fifteen to twenty years.

In the matter of equipment, the general rule seems to be that the more generally used band instruments are purchased by the players themselves. On several roads the company purchased the percussion instruments, such as the drums, and in some cases the company has bought the larger and more expensive horns. In a majority of instances, the company purchased the uniforms. With the Los Angeles band, the initial payments on these were made from the band fund and the balance paid by the members on three monthly installments. Most of the bands buy their music with funds from the band treasury. With some outfits, however, such as the band of the Kansas City Southern at Pittsburg, Kansas, and the Pennsylvania Railroad band at Canton, Ohio, the athletic association, foremen's association or similar group assists in maintaining an up-to-date library.

### To Pay or Not to Pay

Two methods of procedure were observed with regard to the question of pay for band engagements. The experience of the Los Angeles band is typical of many others. When it played weekly for horse and whippet races at a rodeo, the men received the same compensation as other professional bands. However, for certain civic celebrations the musicians donated their services. Some of the bands reported that they played each time for a lump sum and put the money in the band treasury.

Incidentally, it is the general rule that these industrial bands in their paid engagements do not interfere with the livelihood of the

Union musicians who may constitute the organized professional bands of the town.

In general, when the band plays engagements at the request of the company or where it is to the interest of the railroad, the men are generally paid at the hourly rate for the time absent from their regularly assigned shift. A special arrangement which is characteristic of other bands is that in vogue when the Los Angeles band parades in the Tournament of Roses on New Year's at Pasadena. As this falls on a holiday, during which the railroad forces are not working, the bandsmen receive a half day's pay and—incidentally—a ticket for the annual football game.

### The Pay-for-Rehearsal Question

As the reports in the following pages will show, there is little unanimity in the custom of these bands as to rehearsals. Whereas at Los Angeles the rehearsals are held after working hours, the band practice is on company time for such bands as that of the Chicago and Northwestern at Chicago and that of the P. R. R. at Canton, Ohio. One or sometimes two rehearsals a week is the rule. Several bands reported beginners' classes as being held prior to the rehearsal.

Though the Los Angeles rehearsals are held outside of working hours, the men receive two hours' pay for each rehearsal. This four hours per week during the initial year helped the members to purchase their instruments. Although this concession of pay is not granted on a majority of the roads, there is an allotment of one hour's pay for a two-hour rehearsal at certain terminals of the Southern Pacific, New York Central and the Pennsylvania Lines.

As to the frequency of the band concerts, many of the roads give bi-monthly programs at some point near the plant. With the Union Pacific band at Denver, weekly concerts have been the rule, these given at the shops each Friday noon and broadcast by remote control. The experience of the Los Angeles band as to outside engagements seems to be rather general. It plays about four in the Summer and two in the Winter. A high total, on the other hand, was run up by the Chicago and Eastern Illinois band of Danville with its twenty-four fair dates during the 1927 season.

There is no monopoly by the Union Pacific in the matter of band contests, as the Rock Island has also had such competitions, of which a recent event was won by the band from Silvis, Illinois. On the Union Pacific these contests are sharply fought. In that of 1926 the competition was so close that the prizes were split evenly between the bands from Cheyenne, North Platte and Laramie. Again in 1927, the contest was decided by a fraction of a point, Denver being the winner. The report indicated that the Salt Lake band was disqualified for having other than railroad employees in its personnel.

### The Director's Status

On the majority of the lines the band director is a regular employee of the railroad. In some cases, however, such as that of the Big Four band at Cleveland, the director is engaged from the outside. The same applies to the Louisville and Nashville at Louisville, where the director from the Male High School was engaged, and charged the players fifty cents per man for a group lesson and rehearsal. At Los Angeles the director receives for his band duties an extra $25 and an allowance is made for the time taken by him on band matters when off duty. On several of the roads the band leader receives no extra salary, but he generally has a well paying position. The regular duties of these directors vary. A clerk wields the baton for the Union Pacific bands at Los Angeles, Portland, Pocatello, Idaho and Milford, Utah. At the other points on the system the bands are directed by mechanics.

### Fish Frys Swell Band Fund

There is considerable ingenuity shown as to raising funds to finance these bands. On the Union Pacific at Los Angeles it has been done by a subscription among the employees, and by dances, concerts and raffles. In some localities the bands took up subscriptions from the business men of the community. At other places the railroad athletic clubs contributed, while in others the company made up the deficit. Ticket-selling campaigns on shares with a motion picture theater constituted another method. In some of the Southern states barbecues and fish frys brought forth funds.

Except with the newly organized bands, the charging of dues to

the members was not found to be a general custom. However, some of the Eastern bands reported their charging an initiation fee.

A reversing of the theatrical practice known as "doubling in brass" is the rule with regard to the ability of some of these bands to transform themselves, in part, into an orchestra. That of the Los Angeles group is known on the air as "The Knights of the Notes". The band of the Central Railroad of Georgia at Savannah has a "Reg'lar Fellers" orchestra.

Symphony orchestras rather than bands are found on the Canadian National Railway. At Montreal there is a thirty-piece orchestra under the direction of T. E. Jackson, who receives a compensation of $175 from the railway for that work.

Not all the bands are used by their companies for advertising purposes as is the Los Angeles band. The latter is donated to the tourist clubs for their reunions, and the orchestra has made trips along the line on an advertising tour. On the Chicago & Northwestern the expense of all band activities is charged to the advertising account.

### Lessening the Turnover

A slight differential for band members is one of the remedies suggested for the turnover among the players, which causes difficulty in keeping a balanced instrumentation. This turnover, by the way, has been found to be in a great part due to the fact that the solo men in the various sections so frequently joined the lesser ranks of professional bands.

Another of the queries included in the survey was the following: "Are the members satisfied with the band program on your road? Or do they feel entitled to further concessions?" The summary of the replies is enlightening. It reads:

"Most of our boys are satisfied with the program, but feel that certain reasonable concessions should be added or increased in order to create an incentive for a greater effort in making the band movement a permanent and successful proposition. One director summed up the matter in these words, 'Musicians are always looking for something more.' However, it is evident that if good industrial bands and orchestras are to be maintained, the industries must lend their support in the way of such concessions as will assist those organiza-

tions in overcoming the obstacles they would be otherwise unable to contend with."

### Actual Business Getters

A very sensible tie-up between these band activities and the affairs of the railroad is seen in the reply to the question: "Have any band activities ever resulted in an increased business for the company?" The answer follows:

"We furnished several Elks' Bands with extra men for some of their celebrations and were instrumental in getting several special trains over our lines. We furnished music for a Baker Shoe Company fiesta and obtained all their shoe shipments which had formerly been sent from the East via another road. We have a traffic tip committee who notify the traffic department of prospective shippers and passengers."

### A President's Suggestion

The present writer's first acquaintance with one of the railroad bands, that of the Chicago & North Western, came through a report to him as Assistant Secretary of the National Music Week Committee, concerning a Music Week at Sioux Falls, South Dakota. The Chicago & North Western Band had made such a pleasing impression during that celebration that A. H. Thornton thought the Bureau would like to know more about it, and therefore put us into direct touch with the railroad. It was learned that one of the company officials, R. A. Miller, Tax Commissioner, a great enthusiast as to the band, had been its organizer and was its manager. He told us that this group of forty-five players was organized at the suggestion of Fred W. Sargent, the road's president. The purpose was to maintain the "family spirit" and bring about a more friendly relationship between management and employees. This has been accomplished not only by the monthly concerts at the Chicago shops, but by frequent trips over the system for participation in local and divisional picnics and in other such activities. As we have seen in the case of Sioux Falls, the band coöperates with civic bodies and participates as frequently as possible in community affairs. It has made frequent trips with President Sargent and other officials of the road, traversing some five states. It has also participated in many state and interstate fairs.

WHEN MUSIC CALLS RAILROADERS TO ATTENTION

Bandsmen of the Missabe Railway send forth "Safety First" message through activities centering about Duluth.

All the members of this band are employees of the company in Chicago—principally from the shop-craft forces. No member receives extra compensation for his services as a musician. Whenever the band is away during regular working hours, the bandsmen are paid by the company, and Mr. Miller finds that the desire of the bandsmen to go on those trips is an incentive which makes them devote a lot of their own time to the band.

### Band as Picnic Feature

Still another instance of the use of these bands to knit together the family spirit of an organization is the policy of the Kansas City Southern in using its band of Pittsburg, Kansas, at the annual picnics of the road, for which it pays the regular wages. It also arranges concerts for the band in various places, such as one at Joplin, Missouri, where it plays to several thousand persons. A report from H. M. Ray, the Personnel Supervisor at Pittsburg, indicated that there was a plan for monthly concerts in the shops.

A Southern example of the same reciprocal nature of the benefits of railroad band work is furnished by the Georgia Railroad Band at Augusta. The latter not only plays at numerous patriotic and civic events throughout the city, but gives concerts in towns along the line.

### Fresh from the "Big Top"

Just how these bands spring up is illustrated by what was told us in 1927 by H. C. Brady of the Kansas City, Mexico and Orient as to its band at Wichita. Said Mr. Brady:

"Three years ago, when Roy Dewing, who had spent years with a circus band, became tired of following the 'Big Top' and being away from his family, he obtained a job as a mill worker in our general shops. This, however, did not efface his love of playing in the band. He found a large number of men at the shops who played band instruments and he at once organized a small band which has since grown to thirty pieces. This was done entirely upon his own initiative and the men practiced and gave their concerts entirely upon their own time. For two years, the company did not realize the true value of such an organization and contributed very little to its support. However, this year the work of this band has been so pronounced that

the company has purchased uniforms and has bought considerable music for them. This year the band has played something like thirty-three public concerts.

### What the Officials Think

"Our officials feel that this has been one of the most important activities among our employees. It has added interest to their work and has been a great factor in building business goodwill.

"I think a great deal of credit should be given Mr. Dewing for his ability to keep thirty men interested in an organization of this sort, which requires a lot of time and from which they derive no compensation other than the joy of making others happy and their pleasant association with men who love music.

"One man has said, 'Roy just makes you want to play.' "

One Eastern band, that of the locomotive shop-men of the Reading Lines at Reading, Pennsylvania, goes back some seventeen years for its origin. It grew out of a minstrel or musical club which gave shows at local theaters. The band now rehearses an hour or two each week on the company's time, and occasionally it gives concerts during the noon-hour in various parts of the shop. This is another of the bands sent by its railroad to take part in celebrations in near-by cities. For such occasions, the band members are paid at the regular shop rates.

### Those Barber-Shop Chords

Such mutuality of benefit to employer and employee is brought about in a picturesque way when a railroad sends along its lines a vocal quartet of its employees. This form of organization has numerous advantages. Men instinctively enjoy singing together. The quartet tours are pleasurable, and moreover, the singers do not have any bothersome instruments to lug about. Their only worry need be lest their voices may not remain in good condition. On the other hand, the employer can fit the quartet into almost any sort of local program, as it takes only a very few of the employees away from their regular work. Moreover, the living expenses on tour are slight.

This quartet feature has been carried out most happily by the St. Louis Southwestern Railway with its Cotton Belt Quartet at Pine

Bluff, Arkansas. Alas, however, that quartet was discontinued in 1927, according to advices to us from A. C. McKibbin, the railroad's Director of Public Relations. Irrespective of such cessation, nevertheless, that quartet rolled up a most creditable record, not only as to the pleasure of the singers, but as to their value to the railroad. One sees this from an account in the official organ of the Atlanta and West Point and Georgia Railroads, which told how the quartet had spent an entire week in Atlanta and had sung not only in the general offices of the above railroads, but throughout the city. This editorial mention concluded thus:

> "That they, through the local representative of their company, should have honored our management and employees in our Atlanta General Offices by singling them out as the ones whom they would entertain with a highly appreciated concert is a source of gratification to each one connected with the Atlanta and West Point and Georgia Railroads.
>
> "Come again, boys, we like you."

As Mr. McKibbin explained, the quartet had been used before civic and patriotic groups throughout the territory served by the Cotton Belt route and also east of the Memphis Gateway. That the goodwill influence of the group was appreciated by the road's officials is indicated by an illustrated folder featuring the fact that these men also functioned as a radio quartet from Station KMOX, and also that Freeman Stowers, a Cotton Belt porter, was an expert at "imitating a fast freight train, on a harmonica"—the intimation being, of course, that the freight train was one of the Cotton Belt's.

### Trouping on a Movie Circuit

A second quartet is that of the Great Northern, which progressive road, by the way, maintains a great variety of musical activities at its St. Paul headquarters. Outstanding among these, as Ralph Budd, the President, described them to us, are this male quartet and another quartet called "The Girl Songsters". Mr. Budd added that while the expenses for these various groups were comparatively small, any special ones, such as uniforms for the band and costumes for the two quartets, were borne by the company.

Up to the Fall of 1927, the Great Northern Quartet had filled nearly 200 engagements in places ranging from Detroit to Glacier

National Park. A novelty in the exploits of such groups was the appearance of this quartet in six of the cities on the Finkelstein & Reuben circuit of motion picture theaters in southern Minnesota and northern Wisconsin.

Some of the big Eastern lines are less ready than these middle western roads to utilize their employee music groups for goodwill purposes. For instance, we received an impression of sympathetic interest in, rather than active utilization of such groups, on the part of the Pennsylvania System, when we made inquiry of G. L. Peck, its vice-president in charge of personnel. Mr. Peck made this distinction:

"This railroad does not form musical organizations. Movements of this kind are initiated by the employees at certain locations along our road, and it is entirely optional with them as to how much they engage in these activities. Nevertheless, we are very much interested in them, and try to be helpful in lending encouragement wherever we can consistently do so."

### Many Bands on Pennsy

While bands are scarcely less popular along the Pennsylvania Railroad than on the other roads, perhaps the male chorus is especially characteristic of this system. Mr. Peck reported the existence of two such male glee clubs at the Philadelphia headquarters, and one each at Harrisburg, Altoona, Pittsburgh, Columbus and Chicago. The present writer, in his former capacity with the Associated Glee Clubs of America, became acquainted with some of these forward-looking choruses, particularly the Altoona Works Male Choir, the Pennsylvania Railroad Concert Company of Harrisburg and the Accounting Department Glee Club of the Philadelphia offices. He heard these three as part of the massed voice of the Associated Glee Clubs' chorus of 2,200 voices at the Sesquicentennial. From the interest which these clubs manifested in the big adventure of singing at the Philadelphia conclave, one formed a high opinion as to their pride in their own group initiative.

Bands were recorded by Mr. Peck as functioning in Philadelphia and in five other Pennsylvania towns; at Camden, Wilmington, Baltimore, at Denison, Cleveland and Columbus, Ohio, Buffalo and Olean,

New York, Fort Wayne and Indianapolis, Indiana. At Altoona there are three bands, one of which is a Scotch kiltie band. At Baltimore there is a string band. There is also an orchestra at Chicago, and both operetta and orchestra groups at Philadelphia, Harrisburg and Pittsburgh.

On another Eastern line, the Baltimore and Ohio, a male chorus is perhaps outstanding among the many musical activities. That group is the Baltimore and Ohio Railroad Glee Club at Baltimore. This writer has a personal acquaintance with the club through his appearing on the bill with it one evening when the club sang for the Railroad Club of New York. In the course of delivering to this audience a greeting from the Associated Glee Clubs, he could readily sense the spirit of "reg'lar feller-ship" that is characteristic of these Baltimore and Ohio songsters. It was also a pleasure to meet for the first time the Club's beloved conductor, Hobart Smock, who has now passed on. The contact with this group was the more intimate because of a long acquaintance with its secretary, Robert M. Van Sant—a fellow-songbird of many a Princeton reunion. Mr. Van Sant was certainly one of the founders of the club, whether or not he was its actual instigator. It was with the thought that a description from him as to the club's history would be encouraging to the formation of other industrial glee clubs that we asked him to tell its story.

### Some Congenial Harmonists

Before Mr. Van Sant went to Baltimore—where he has become the editor of the Baltimore & Ohio Magazine—he had been a member of the University Glee Club of New York City. Shortly after becoming settled in the railroad work, he discovered a half-dozen congenial souls in his office who enjoyed singing "close harmony" after closing time in the afternoon.

"Why not," said one of the enthusiasts, "try to organize a glee club? The Baltimore & Ohio has about 12,000 men on its pay-roll in and about Baltimore, and it ought to be able to enlist a sizable singing group out of that number."

The others agreed, and a call for the organization of a glee club was set for a night two weeks later. Bulletins conveying that information were distributed broadcast in the offices and shops of the railroad.

These enthusiasts, moreover, were practical men, and, even before the organization meeting, they took care of one important detail—the choice of the Club's director. W. G. Owst, the music critic of the Baltimore *Sun,* was asked to recommend a suitable man. As a result, Hobart Smock, well-known in Baltimore as a tenor soloist and choir director, was tentatively engaged and asked to be present at the organization meeting.

Although glee club "bugs" are not easily discouraged, these half-dozen enthusiasts did receive a jolt at their opening meeting. Where they had hoped for a great outpouring, only about twenty men showed up. Nevertheless, the original six were not dismayed. Those who answered the call ranged from a grandfather well over seventy to a boy in his teens, who had just graduated from the messenger service of the road.

### A Rare Soul

"There never was," said Mr. Van Sant, "a more enthusiastic member or a better one than this septuagenarian, now unfortunately gone on to sing with the angel choir. Also present at that organization meeting were one or two hard-boiled choir singers, who offered many suggestions, but who never put in an appearance after their first one. Nuisances of this sort are soon discovered in a male chorus, and they themselves discover that there is 'nothing in it' for them. Hobart Smock was an ideal leader in every respect, sufficiently proficient technically to do even more than was needed with regard to musical training. He had a wonderful personality, and his rare gift as a story-teller often turned a fizzling rehearsal into an experience long to be remembered. Such was the affection in which he was held that, near the close of a long and distressing illness, which had incapacitated him physically but without lessening his courage and enthusiasm, 'his' glee club fathered in his behalf a testimonial concert in Baltimore, and, several weeks before his death, handed him a check for considerably more than $2,700.

"Inasmuch as a glee club or any other organization cannot be successful without inspiring leadership, the Baltimore & Ohio Club was fortunate in having the services of Mr. Smock from the time of its organization until 1925. It is equally fortunate now in having as his

successor Mr. George Castelle of the Peabody Institute staff in Baltimore."

In analyzing the health and long life of this club, Mr. Van Sant attributes these not only to the leadership but to the fact that the scheme of organization made it necessary for a member to give of himself if he wished to continue the club affiliation. "There is no doubt," said Mr. Van Sant, "that if the request had been made, a subsidy would have been granted by the railroad to help pay expenses. The founders, however, did not like the idea, and, since its inception the club has paddled its own canoe. During the first several years of its growth it did not even ask the railroad for a place in which to hold its rehearsals. Unquestionably this would have been gladly given, but a room was available in the Baltimore Y. M. C. A., and this was used until the railroad, about 1917, placed its large assembly room in the General Office Building, at the disposal of the club. Even the purchase of the piano was financed largely out of the club's own funds, although the railroad gave what it was asked to give for this purpose. All music, cost of direction, accompanying and incidental expenses, including the purchase of dress suits for the club, have been financed by the treasury of the organization or its individual members.

### Paddled Its Own Canoe

"Revenue has been obtained from two principal sources. First, from the sale of tickets and associate memberships for the annual concert; and, second, from what little revenue has accrued from concerts for outside organizations. This has been very inconsiderable, however."

This self-sustaining basis of its membership has been invaluable in promoting esprit de corps. The personnel includes men of practically every branch of the railroad service, but they are in the club just as much for what they can put into it as for the enjoyment that they can get out of it. As a result of this feeling, the membership includes few singers of sufficient experience to justify them in looking for remuneration for singing, which, of course, the club cannot give. The slogan has always been: "Rather a good fellow than merely a good singer."

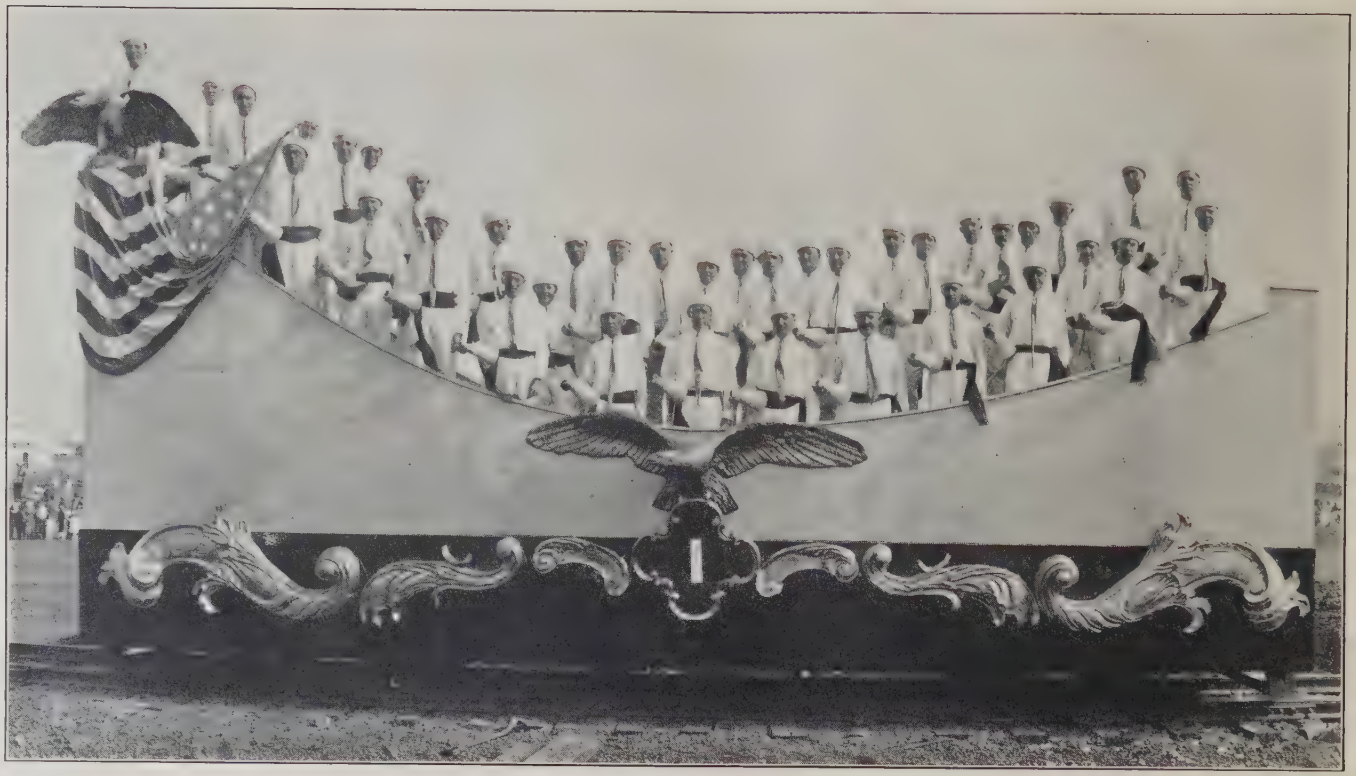
During the early years of the club, three or four men used to pay the dues of as many other men in the club who could not afford to pay the fifty cents per month. This happened during periods of long unemployment, and where the individual case had been looked into. Naturally, it was not made a matter of general knowledge even in the club. Now with a membership of about eighty, so Mr. Van Sant reports, each man contributes his fifty cents monthly without being urged. Moreover, the average attendance of the membership is more than ninety per cent. This applies not only to rehearsals but to concerts and extra appearances of the club.

### Some One Must Do the Work

Budding industrial glee clubs may take a hint from one point made by Mr. Van Sant. He feels that there should always be at the head of such an organization at least two or three men who have the time, the facilities and the enthusiasm to do the organization work. Such a working staff enables the Baltimore and Ohio club to handle such emergencies as a five-day trip with concerts in Pittsburgh, Cincinnati, Dayton and Hamilton. The railroad lends its facilities and the time of the necessary men to care for the arrangements for such a trip.

### The Matter of Taste

One disappointment in the minds of this club's members is its failure to enlist more participation among the employees of the railroad among whom it was organized. At no time in its history have more than fifty of the employees been enrolled as members. The club's secretary names as causes the distractions of a city, other musical engagements and the feeling of those with especially good voices that they have too much at stake in their vocal training to give a night once a week to rehearsing with a male chorus. He cites as the chief reason the fact that, in general, so relatively few men appreciate the type of songs sung by a good male chorus. This situation, by the way, is seen by Mr. Van Sant as being reflected in the tendency of many people in the average audience not to appreciate good glee club music. The club has found that on most of the occasions when it has sung at meetings of Baltimore and Ohio employees the response has not been such as to justify additional performances before these



CHORISTERS AS CELEBRANTS OF RAILROAD CENTENARY

Riding proudly on a special float, Baltimore & Ohio Glee Club is principal vocal attraction in Halethorpe pageant.

groups. This condition of course does not obtain among the subscription audiences which hear the regular paid concerts of the club. These supporters are for the most part railroad folks who have a real fondness for glee club music.

It is partly due to the failure of more railroad men to apply for membership in the club that it was found advisable several years ago to open its ranks to lovers of glee club work who were not Baltimore & Ohio employees. As a result, about thirty of the seventy or more members are not employees of the Baltimore & Ohio.

Nothing has been left undone to interest the railroad men in the club's work, for stories about it have appeared in the road's magazine, bulletins to employees have been broadcast at all points and cordial invitations given personally.

Incidentally, only two or three men in the club's fourteen years have been turned down because of a lack of vocal ability. It was found that even those with little musical education learned quickly from the training afforded at rehearsals.

### What the A. G. C. Means

A high tribute was paid by Mr. Van Sant to the inspiration and fellowship which had come to the club through its membership in the Associated Glee Clubs of America, and through its participation in the joint concerts.

When asked by this Bureau as to whether any of the musical organizations sponsored by the company had been of value in promoting its business interests, Mr. Van Sant replied:

"In this respect we feel that we can answer unqualifiedly, 'Yes', for the Glee Club. Within a year after its organization the club's services were used at a meeting of the road's officers. Although the club's repertoire was then small, much local color was added to the program by the singing of special verses taking off the foibles and characteristics of many of the prominent officers present at that meeting. Through that procedure, as followed on subsequent occasions, a strong support for the Glee Club's work has been developed. Frequently has the club been called upon in one way or another by the corporation. For instance, at the Centenary Celebration and Pageant of the railroad at Halethorpe, Maryland, in the Fall of 1927, the

Glee Club was the principal vocal attraction. Its members occupied the first float in the pageant, saluting the assembled thousands appropriately with the familiar, 'I've been working on the railroad,' and then leading the visitors in singing the 'Star-Spangled Banner', followed by its own singing of a special Baltimore and Ohio Centenary March. Inasmuch as 1,300,000 attended the exposition during its three weeks and most of them heard the glee club at some time, it is doubtless safe to say that it sang before more people than any other organization of the kind has sung before during a similar period."

### A Touring Glee Club

Somewhat as a result of the publicity secured at that exhibition, the glee club has since been called upon frequently to give out-of-town concerts. These invitations have largely been for dinners of traffic clubs and other organizations closely connected with the Baltimore and Ohio. These invitations have been so cordial that the road has felt the goodwill possibilities to be so great as to justify its meeting the expenses of such trips.

Two other railroads centering on the South Atlantic seaboard have made bands their specialty in the recreation field. One of these, the Chesapeake & Ohio, with its subsidiary, the Hocking Valley Railroad, has a regular band director who is active along the system. This is G. C. Stein, who fares forth from Huntington, West Virginia, in a tie-up with the Railroad Y. M. C. A. through B. F. Bryant, the Director of Health and Recreation for the road. Mr. Stein has charge of bands not only at Huntington but at Clifton Forge and Covington, Kentucky, besides orchestras at Huntington and Covington. Mr. Bryant tells us that the music is looked upon as a worthwhile activity by his department and that the employees show an encouraging interest.

Five bands are reported to us by the Norfolk & Western, of which the Health and Recreational Director is Dr. Clark H. Hagenbuch. These are located at Crewe and Roanoke, Virginia, at Portsmouth, Ohio, and at Bluefield and Williamson, West Virginia. There is a special situation at Crewe, where the band was organized largely through the instrumentality of the Railroad Y. M. C. A. and of its secretary, J. E. Winslow. Otherwise the organizations are specifically railroad groups, with help from the company with regard to uni-

forms and music. The railroad realizes, says Dr. Hagenbuch, that the bands are an asset at picnics, entertainments and so forth. He adds that male choruses and quartets have been organized from time to time, but that there does not seem to be a permanent interest in musical organizations other than the bands.

With regard to the Atchison, Topeka & Santa Fe, which has a novel approach to the use of musical recreation, its general policy as to such activities was stated to us by its president, W. B. Storey, as follows:

"We look with favor upon the formation of musical organizations, debating clubs, athletic clubs and the like by our employees, and are always glad to lend our moral support to such endeavors. In some cases we furnish halls and auditoriums for their use. We do not feel, however, that these are activities in which we, as a railway, can take a more active part."

### Music in Reading Room System

Mr. Storey mentioned various ways in which the company looked after its workers' welfare, among them a reading room system. He added that, during the Winter months, groups of entertainers, mostly musicians, were sent over the line to give programs at these various reading rooms. The purpose of the latter is indicated by their motto, which is the following:

> "Give a man a bath, a book and an entertainment that appeals to his mind and hopes by music and knowledge, and you have enlarged, extended and adorned his life; and, as he becomes more faithful to himself, he is more valuable to the Company."

Some illuminating sidelights on the effect of these entertainments and the reading room system are found in a pamphlet prepared by the latter's superintendent. For instance, he relates that he once tried a minstrel show as one of the entertainments. The employees thereupon wrote letters saying, "Don't send any more such. Give us high grade music." At one of the points the superintendent invited the saloon keepers (evidently this was before Volstead) to attend one of the concerts in which employees participated. Three of them

came, and at the close one of them said, "You have got them here now and it is a damned sight better, and I am going to quit."

### An Unspoken Sales Talk

One of the general agents of the road sent to a New England man, who was contemplating a trip to California, one of the circulars advertising one of these concerts. When he had read it, the man said that he would not look any further, since to a road with employees who read good books and heard good music he could trust his family. We here have in a very practical form the dollars-and-cents value of music in industry.

# CHAPTER VI

## MUSIC IN THE GREAT STORES

Where Groups Formed Solely for Recreation Purposes Have Won Public Acclaim for Artistry—Store Choruses as Generators of "Family Feeling"—Ideal Setting for Orchestras—Morning Sings as Tonic for Sales People

AS before intimated, the public comes into a much more direct contact with the musical activities of the department store than it does with those of the railroad employees. Indeed, many of the former's activities are a definite outgrowth of the semi-public department store music of wartime. In any case, the patron of a store feels the effect of the musical doings even though these occur before the doors are opened in the morning or after hours at night. The customer has the benefit not only of the energy and cheerfulness created by the music, but of the consequent loyalty to the institution—all of which make for a more efficient and courteous handling of the customer's order. With the railroad music-making, on the other hand, the results are the same, but the passenger does not so frequently come into personal contact with the music-makers.

Probably no group of employers is more alert to the need for music and other recreation among the employees than are the department stores. More so than in almost any other commercial enterprise, the physical strain is only a part of the burden upon the workers. The necessity of remaining polite amid the temperamental vagaries of the customers imposes a nervous strain that is almost as taxing. In the smaller specialty shops where the physical stress is probably no less, there is not the constant bustle and interplay of humanity that there is between the great variety of department store sections. The consequent necessity for recreation for workers in the big stores, therefore, presents a rather difficult situation.

In relieving the physical and mental fatigue of the store worker, we must have a specialized material equipment for providing just the right kind of recreation. In a factory situated in an outlying neighborhood the lower cost of land generally makes adequate play space possible, but in the crowded shopping district the demands of compression do not allow a store, for instance, to offer to its employees much recreation which requires a broad area and outdoor play equipment. That is one reason why music fits so well into the scheme of recreation in a department store. An additional factor in its wide acceptance is that music-making supplies some of the wanted bodily refreshment and also provides a real release for the mind and the spirit.

### Defines Good Recreation

It may be interesting to keep in mind this dual nature of music's influence when considering the views of various store executives as to recreation. One such view was expressed recently at a meeting at R. H. Macy & Company's in New York City, in a paper on the store's recreation policies and program. It was prepared by Phyllis H. Reid, assistant superintendent of training in the Division of Recreation and Social Service. Here are a few extracts:

"Desirable recreation is an activity which not only diverts one from his accustomed tasks, but promotes the development of personality. . . ."

"Particularly, I would stress the idea of activity. Furthermore, the activity should be something that develops the qualities one's work may stifle. In a community and business like ours, for example, I believe the recreation program should be planned especially with a view to encouraging team play, leadership, originality and, most of all, qualities of spiritual repose and balance. . . ."

"Of course, the prime requisite of any recreational scheme is that there shall be a felt need for it, and a spontaneous interest in continuing it."

"To summarize, then, I think any clubs or classes that we plan should be wanted, first of all, and should be creative in character. The second point for consideration is how much or how little an employer should do in providing recreational facilities for his people. I think

a safe rule to follow is this: Other things being equal, no employer should compete with community facilities. Where the employees could not afford certain recreation which is essential, or could not get it under desirable conditions, I believe it is sound socially for the company to provide it, preferably at a nominal cost."

### A Test of Music's Fitness

Above we find formulated some of the results which store recreation is expected to produce among the store personnel. Let us now enumerate music's special fitness for the job. First, there is the ready accessibility with which it can be fitted into the physical layout of a store, and, second, its happy faculty for producing those desirable results in a way that is pleasurable to its participants. The ease with which music meets this test explains why in so many stores it is the major recreational activity.

Actually, at Macy's, music is not the leading form of recreation, as the store's most ambitious project along that line is its camp, which functions not only in the summer but throughout the winter. Even at the camp, however, the supply of music is plentiful, with songs and dances before bedtime, and once a week a show, which taxes the musical and entertainment ingenuity of the campers.

### Music at Sales Rallies

Ever since the war this store has been fairly active as to community singing, under various leaders. This writer has had a pleasant personal experience as a leader of the singing at store rallies held there during recent years. These have been chiefly in connection with special sales drives. For these occasions the employees report a few minutes earlier than usual and assemble underneath the mezzanine skirting the main floor. The equipment for the sing consists of a small orchestra and an amplifying system. After fifteen minutes of lively singing there is always a talk by one of the store executives, and then a stanza of "America". Afterwards, one can sense throughout the store an atmosphere of energizing animation as the doors are opened to the customers.

Among this store's musical activities, that possibly best known to the New York public is the annual musical show or Red Star Revue.

Each year the charming damsels of the store, in their smart revue costumes, appear in the Rotogravure sections of the New York papers. The purpose of this adventure in theatricals, as Miss Reid points out, is not merely to bring together a group of employees interested in "going on the stage", but to assemble a Macy audience interested in seeing Macy performers. While the publicity department sees to it that photographs are taken for the Sunday supplements, the public is not urged to attend. The family feeling is enhanced from time to time by reunions of the show cast.

### A Tale of Two Cities

An inter-urban sponsoring of music has attracted signal attention to the John Wanamaker stores in New York and Philadelphia. While the public has long been acquainted with the music offered by these stores to people in general, it has not been so familiar with the music in which the employees themselves have taken part. Actually, the latter activity was the first link in the long chain of musical accomplishments in these stores, as described to us by Dr. Alexander Russell, Concert Director of the Auditorium in the New York store. Said he:

"When the John Wanamaker Store in Philadelphia was housed in the old Pennsylvania Railroad freight depot following the Centennial Exposition of '76, a small organ was installed in the big rotunda of the store, and the store was opened every morning with the singing of favorite hymns and tunes by the employees. Thus the musical movement which in the past fifty years has developed to a point where it has become internationally known was actually started among the John Wanamaker employees. From this singing of favorite hymns it was a natural step to the formation of store choruses, orchestras and bands, which have always played a vital part in the daily lives of the Wanamaker employees, both in Philadelphia and New York.

"John Wanamaker's original idea was born of his conviction that music had a subtle influence upon the human mind and heart, lifting the spirit above the level of everyday, commonplace, routine affairs, and that it was highly desirable to bring this uplifting influence into contact with the daily work of his employees. Thus he lent whole-

DEPARTMENT STORE SINGERS FORM VESTED CHOIR

Early morning programs given weekly at Cleveland by this Chorus of William Taylor Son & Company's employees, with Arthur W. Quimby as conductor.

hearted encouragement to every effort made by his assisting staffs to bring about increased musical activity and efficiency among these employee-organizations. His gifted son, the late Rodman Wanamaker, carried out his father's policy to an even greater extent, and it is largely due to his influence that the Wanamaker employee musical organizations owe their present high state of efficiency."

### Store as School Room

As is the case with many an industrial music organization, the size and even the existence of some of these Wanamaker groups have been affected by local conditions. Particularly is this true of the New York City store, although the interruption of normal activities by the war had its effect upon both stores. In New York, however, the constantly shifting population has caused a high turnover in the store music groups. Furthermore, the conditions of the New York State Educational Law have brought about the discontinuing of the store's former band which had been maintained in connection with the school work of the junior employees. Mr. Wanamaker had formerly seen to it that these young workers who had not had a sufficient school education were given such education by the store. However, the Educational Law, which compels every child to have actual school training up to a certain age, affected the store's school work and thereby the band.

In the New York store at present there is only one musical organization but that is performing a brilliant service. It is the John Wanamaker Cadet Choir of 150 young people of whom about thirty-five at the present time are boys. This choir functions under the auspices of the J. W. C. I., or Commercial Institute, which affords certain kinds of training to the employees. The chorus is under the direction of J. Thurston Noe, who assists Dr. Russell and is frequently heard at the Auditorium organ. The choir consists of cash girls, wrappers, pneumatic-tube girls and sales people. Like numerous other store choruses, it was first organized to sing Christmas carols. Its rehearsals occur twice a week, a half hour before the store opens. The choir is heard in the rotunda of the Stewart building of the store on the various patriotic and other holidays.

One of the casualties that the war worked upon the Philadelphia

store was the discontinuance of the chorus of its white employees. Once dropped during the war period, it has not again been instituted. In its day, however, that chorus had a notable career. One might mention its choral festival of 1909 in which the judges and guest conductors were such notables as George W. Chadwick, Horatio Parker, Arthur Foote, John Philip Sousa and J. Lewis Browne, then the store's organist.

### Bagpipers a Favorite

As outlined for us by Mary G. Vogt, who has the supervision of these activities in Philadelphia, a headliner among them is the J. W. C. I. Military Band under Arthur Rosander. Besides the nearly fifty active playing members, there are some forty in a preliminary group who are being tutored for possible acceptance in the band. The band is heard in early morning concerts accompanied by the Grand Court organ, and in the same setting at the closing of the store day at Christmas and on other special occasions. There is also a girls' band of about thirty-four and a bugle corps of twenty-two boys and seventeen girls. A great favorite with the late "Mr. Rodman", as he was called in the store, was the bagpipe band of eleven boys and twelve girls. There is also a band of forty colored employees under the direction of Vernon W. Cuffee.

Choral activities in the store include those of the cadet chorus of 400 which sings in the school exercises under the direction of George Warfel. A highly successful group is the chorus of 150 colored employees, who, under the direction of Lucretia Lawson Love, have given operas such as "Robin Hood" and "The Bohemian Girl". A further activity at the time of writing was the preparation of an operetta, "Tulip Time", by the junior school.

All of these employees' activities are in addition to the great wealth of beautiful music provided by the firm for the public, running from the time when Richard Strauss and his orchestra appeared at the New York store, shortly after 1900, and including the concerts by famous organists on the two notable organs, the all-star programs by the Philadelphia Orchestra at the Quaker City store as well as the exceptional programs utilizing the remarkable Rodman Wanamaker collection of instruments.

A pioneer in department store employees' music is the firm of Strawbridge & Clothier in Philadelphia. This company had a store chorus more than forty years ago. Its present Strawbridge and Clothier Chorus of 150 employees was reorganized some twenty-five years ago by Dr. Herbert J. Tily, formerly the general manager and now the president of the store. Incidentally, one would readily expect this store to be a leader in musical accomplishments for the reason that it has not only a musically talented personnel, but a chief executive who is not merely a musical enthusiast, but a musician of real attainments as conductor, organist and composer.

### A Pioneer Store Chorus

This book's compiler had the pleasure of accepting an invitation from Dr. Tily to attend one of the evening rehearsals of the chorus. As it happened, the director was ill that night, and his place was filled by the assistant director, Ednyfred Lewis. The practiced routine with which the singers went through their paces without the leadership of their regular chief bore testimony to the effectiveness of his training régime. The singers were found having dinner in the restaurant of the store preceding their early evening rehearsal. The easy, unforced atmosphere of the latter also gave evidence that here was a musical institution where artistic results were obtained with a minimum of restraint.

After the regular rehearsal the men's section of the mixed chorus remained for the practice period of the Strawbridge & Clothier Male Glee Club, of which Mr. Lewis is the director. This group of twenty men was rehearsing for a joint concert of the Associated Glee Clubs of America in the Philadelphia district. The presence of this sturdy group within the Choral Society gave a hint as to one means of capturing and retaining the interest of the men in a store's mixed chorus—let them have their male choir as well.

### An Echo of Gilbert and Sullivan

During the evening one had an opportunity to learn something about the brilliant history of the Choral Society and of its counterpart, the Strawbridge & Clothier Operatic Society, almost all the mem-

bers of which are also members of the chorus. For example, there was the pleasure of reminiscences from one of the chorus members, P. W. Edmunds, who was a leading tenor in the Gilbert and Sullivan performances of the D'Oyley Carte Savoy Opera Company in London and the provinces, for nine years beginning in 1891. Mr. Edmunds, who is now in the piano department of the store, acts as stage director for all the Gilbert and Sullivan productions of the Operatic Society.

Performances in concert form of various operas have been featured by this chorus in recent years. They include "Aïda", "Faust", "Lohengrin" and "The Chimes of Normandy". These facts were presented to us, at the request of Dr. Tily, by R. H. Durbin, who gave the following account of the chorus and of its operatic branch:

"Desiring to add color and novelty to our annual concerts, Dr. Tily conceived the idea of making our 'Victory Concert', April, 1919, 'a retrospect of the nation's history in song, verse and tableaux vivants', with readings linking together a wide range of compositions, chiefly American, the tableaux depicting the country's progress from Columbus to the World War victory. Victor Herbert was present and paid high compliment to the performance.

"In 1921 'La Soiree de la Reine', or 'A Musician's Dream', was presented, in an elaborate setting of the court of Louis XVI, with characters of the period. This also introduced choral and solo numbers of wide diversity.

### A Music Week Feature

"In April, 1923, the operatic branch of the chorus gave a complete acting version of the 'Pirates of Penzance', one of the two performances especially for school teachers and pupils as a feature of Music Week. The 'Pirates' was repeated in September of that year for the Japanese Relief Fund.

"A performance of 'The Mikado' was given in May, 1924, and 'H. M. S. Pinafore' in May, 1925. 'The Pirates' was again given in May, 1926, and the shorter 'Trial by Jury' was a feature of the concert in May, 1927. These spring performances have all been given in our largest auditoriums, either the Academy of Music or the Metropolitan Opera House."

This store has awarded a number of valuable prizes to eminent American composers for original cantatas, oratorios, etc., all of which have been given their premier presentation by the chorus. Among those who have written especially for the Society are Victor Herbert, Henry Hadley, H. Alexander Matthews, Carl Busch, T. Frederick Candlyn, Harvey B. Gaul and Camille W. Zeckwer. Among the famous musicians who have appeared as guest conductors are Victor Herbert, Frederick Stock, Henry Hadley and Walter Damrosch.

Appearances have been made by this Society with the Philadelphia Orchestra, the Chicago Symphony, the New York Symphony and the Victor Herbert Orchestra.

Aside from the choral work among its employees, this store has encouraged community singing by the printing for free distribution of more than 1,250,000 song sheets.

### A Devil Cast Out

Where a store does not have a leading executive who is a skilled practitioner in music, it is fortunate when it possesses a full-time musical supervisor, which is the case with William Filene's Sons Company of Boston. A writer in a musical journal some time ago pointed out that, whereas in the early Puritan days of Boston, music was generally regarded as an "advance agent of Beelzebub", nowadays one might see the "spectacle of hard-headed business men, bobbed-headed sales girls, sleek-headed aisle managers and the entire multitude of buyers and sellers of a great Boston department store, all rapt in the music of the Filene Store's twenty-four piece orchestra and the forty-three voice chorus—employees of 'Filene's'."

Among those players and singers, the only ones not actual employees of the store are a few extra men in the orchestra. Many received their entire musical training at Filene's.

### Free Training for These

It is under the direction of Charles A. Young, the supervisor of music, that this instruction is provided. Young men and women are given the training free of charge if they prove that they have the necessary musical talent and show a willingness to study.

There is also Christmas caroling in the store during the holidays,

in addition to a military band and a dance orchestra, and an annual presentation of an original musical comedy.

These musical activities come directly under the supervision of the Filene Coöperative Association, of which the supervisor of music is an officer.

### How This One Grew

More than an intra-mural reputation attaches to a musical group of one of the great Chicago stores. It is the Choral Society of Marshall Field & Company. When we asked W. B. Towsley, the Assistant General Superintendent of the store, to tell us the story of the chorus's beginnings, the answer demonstrated anew how often these musical organizations grow out of some specific occasion. Said Mr. Towsley:

"In 1906 our baseball association came to the end of the season with a deficit on its hands. The members did not wish to call upon Marshall Field & Company to help them out, so a concert was planned, the scene to be the Y.M.C.A. Asked to take part in the program were members of quartettes and soloists, all employees of the store. One good singer in the male quartet found it difficult to master his part as he could not read music. However, inasmuch as the young man had a quick ear, I thought he might be helped if we could find someone who could play the music over a few times as we went through it. This turned out to be Thomas A. Pape, whom I asked to play the piano for the quartet. Incidentally, we found that he could not only play the organ, but that he was the conductor of a good-sized chorus.

"After the concert, numerous persons suggested to me that we have a permanent musical organization of some sort. Finally on February 22 we issued a bulletin to the effect that if there were in the store enough musicians who would give us of their time and talent sufficiently to create a musical organization which would be a credit to Marshall Field & Company, we would organize. I expected a reply from about sixty. Instead, we had applications from nearly three hundred, and we organized immediately. I was elected president on the night of our organizing, and have held that office continuously with the exception of two years."

Mr. Pape had done such good work in preparation for the "baseball" concert, so Mr. Towsley relates, that he was asked to conduct the first concert of the Choral Society. He did so, and continued as the conductor until May, 1927, when he found it necessary to resign, owing to his failing health. His successor is Edgar Nelson, well-known in Chicago as a musical educator and conductor. The accompanist, Mrs. Grace T. Fredenhagen, had been with the club since about 1925.

### Dinner "on" the Treasury

Each Monday when the store closes at five-thirty, the members of this chorus go to the employees' lunch-room where a good dinner is served to them. It is paid for out of the treasury of the society. The singers then go to the music room where they rehearse from 6:15 to 7:45. "This we find very satisfactory," says Mr. Towsley, "for the rehearsal of good music really rests one, and, with the rehearsal closing at 7:45, we still have the evening before us."

That the high standard reached by this chorus is a source of pride to the firm's officials, one may glean from a letter written some time ago to the chorus's president by James Simpson, the president of the store. Said the latter:

> "I want to join in the general praise of the recent work of our Choral Society. The organization, by hard work and faithful endeavor, has attained a notable position in the musical circles of our city. This is highly gratifying to the institution which has sponsored it. Let me, on behalf of Marshall Field and Company, congratulate the members of the Choral Society on their striking achievement and thank them for reflecting so ably the spirit of the institution. We are proud of them and of their work."

### Banquet as First Objective

Another store where the choral society is a by-product of a special occasion is that of Woodward & Lothrop at Washington. Its Woodlothian Chorus was organized primarily for the purpose of entertaining the Twenty-Year Club of the store in an original way at its banquet in 1925. A Colonial Concert was the novelty of that evening.

Many requests were received for a repetition of the concert at the Central High School, where it was heard by all the store members and their families and friends. It was thus that the chorus members

became so enthusiastic that the organization was made a permanent one.

There was a background of vocal activity, however, within this store even before the formation of the chorus. Like many of the other stores and the government offices at the Capital, the Woodward and Lothrop employees were ardent participants in wartime sings. These were under the auspices of the District branch of the War Camp Community Service. The writer visited one of these Woodward and Lothrop sings while on an inspection tour for the above organization during the demobilization period. To-day there is general community singing each Saturday morning in the store from 8:30 to 9:30 under the direction of William H. Starnell, and with the store's orchestra furnishing the accompaniment. There are also special solos from time to time.

### Many Are the Requests

As to the chorus, it has been so successful that it receives each month many requests for concerts. Its usual custom is to give two concerts a month, with programs for charitable organizations, veterans' hospitals and homes for the aged. At Christmas and Easter time, cantatas are given on the balcony of the store with the members of the chorus robed in vestments. For the other concerts, Colonial costumes or evening clothes have been used.

This store serves a dinner to the chorus members in the store cafeteria not only prior to each rehearsal, but before the chorus goes out to its concerts. The hour for the rehearsals is six o'clock.

This chorus has a very definite scheme of organization, as its membership is limited to sixty-five. Besides its director it has a manager, secretary and treasurer. Special duties are allotted to the Sick Committee and the committee on Transportation and Programs.

One must award the palm for devotion to the members of the choral club at the Goldstein-Migel Company's store at Waco, Texas. Its choral club reports three times a week for rehearsals beginning at 7:45 A.M. Twice a month a brief program is given after rehearsal. As the Club's conductor, Clyde Garrett, pointed out to us, "the fact that our Choral Club has continually held together under conditions of heavy duty such as sales and holiday rushes, and has found for itself

RADIO "MIKE" AND THIS CHORUS ARE OLD FRIENDS

Broadcasting has no terrors for this handsomely caparisoned group of the A. Harris & Company store of Dallas.

new and interesting things to study and sing is proof of the members' enjoyment of the club."

### Publicity Through the "Mike"

Another store in Texas, that of A. Harris & Company at Dallas, makes the most of the appearances of its orchestra and choral club before the microphone. Before giving a radio concert it announces that a picture of the group which is presenting the program will be forwarded to any one writing to the radio station from which the program is broadcast. Before each of these concerts the firm also sends out announcement post-cards to its best customers in the surrounding towns. One of these cards was attached to the firm's report. It reads:

> A. Harris & Company Choral Club, Symphony Orchestra and Soloists is one of the largest musical organizations in the Southwest, numbering over 125 members, all of whom are employees of A. Harris & Company, one of Dallas' largest department stores. The expense of keeping up this musical organization, such as directorship, costuming, etc., is maintained by the store. It has proven, without a doubt, that music in industry is a great morale builder for a commercial organization. This Choral Club will be on the air, Station ————, Dallas, Texas, from 8:30 to 9:30 ————————.
>
> If you enjoy our music, would be pleased to hear from you.

### A Radio Tie-up

Naturally, the fact that so many of the department stores have a broadcasting station suggests to them a tie-up between the radio programs and the employees' musical activities. For instance, we find this in operation somewhat with Strawbridge & Clothier where the director of the station is also in charge of some of the musical groups. The plan is carried out actively by the Shepard Stores in Boston, where one of the radio staff, Joseph Lopez, directs the large choral group. That Chorus is widely known throughout New England for its singing from the store's Station WNAC. During the entire month of December the station broadcasts the singing of the chorus each morning. The wide field of radio as an advertising agent is thus recognized practically by the company. The fact that all the chorus members are store employees is played up in creating interest and goodwill.

Another interesting adventure of the chorus was its singing in the Lindbergh celebration at Keith's Theater in Boston. That appearance gave the Shepard Stores tremendous publicity both with the audience and through the newspapers.

A kindred example of such store broadcasting is furnished by the Scruggs, Vandervoort, Barney store at St. Louis. During one Christmas week that store gathered a chorus of its workers to sing Christmas carols from its own music hall. These were broadcast from station KMOX, "the voice of St. Louis". The chorus was on the air for three mornings during the week for thirty minutes at 9:00 A.M. Other choruses which appear before the "mike" are the Glee Club of The Emporium in San Francisco, the Choral Club of the Goldstein-Migel Company at Waco, and that of Houghton and Dutton in Boston.

### What Community Service Did

In many of the cities the department stores have inherited the tradition of community singing that has been planted in the town through the efforts of such organizations as the Playground and Recreation Association of America, through its Community Service department. One city which is typical of this condition is San Diego where Wallace Moody, a former Community Service music organizer, gave the impetus to the movement. At the Marston store the general singing is confined to the Christmas period, when the employees sing carols on the ground floor before the store opens in the morning. This store, however, has a Choral Society, which rehearses from 8:00 to 9:00 every Monday morning, with program material increasingly ambitious from year to year. Here is a store chorus which is entirely serious in purpose, its only social activity being the giving of two or three banquets during the season to its membership and immediate friends. The store occasionally provides suppers when extra rehearsals are called preceding the formal concerts. All the latter are given in the store with the exception of one public appearance at which admission is by invitation only. These invitations are eagerly sought.

At the Holzwasser store where Mr. Moody instituted community singing twice weekly some five years ago, not only are the sings continued with unabated interest, but there is a Woman's Chorus,

directed by a store employee. The picture as to San Diego's store sings is completed by those every Tuesday morning at the Bingham store under Mr. Moody's direction.

### A Musical Laboratory

A similar condition as to store sings obtains in another California city, Los Angeles, which has been almost an experimental laboratory for the development of community music. The stores in that vicinity have thus had the advantage of especially skillful leadership. For instance, the inspiring Hugo Kirchhofer has charge of the general singing and the mixed chorus at the Broadway Department Store. Here is how the effect of the music was summed up for us by E. W. Lewis, Assistant to the Superintendent: "We find that community singing has an elevating and enlivening as well as refining influence upon our people and the store is very proud of the success of its employees along these lines."

Again, at Bullock's, another Los Angeles store, we find that there are community sings by the entire personnel numbering about 2,500. At the Jacoby Brothers store another permanent local leader, Rae Condit, is in charge, and all of the employees are present at the sings.

### Serves as Chorus in Pageant

As in so many stores, the singing at Cooper's in Fresno owes its inception to Christmas caroling. As F. Stanley Buckland, the present singing director, explained it to us: "We first started our morning sings four years ago by singing Christmas carols at 9:00 A.M. for the ten days preceding Christmas day, under the direction of Arthur G. Wahlberg. Every employee of the store was requested to meet on the stairs when the whistle was blown at 9:00 A.M., excepting those who could not sing at all [Editor's Note: That excuse should be allowed to almost none] or else could not be spared from their departments. The sings had such a splendid effect on the whole store force that after Christmas Mrs. Cooper asked the writer to attempt to carry on with community songs.

"We have kept it up with a fair measure of success. In fact, our store chorus has sung the choral parts at the annual Fresno Raisin Day Pageant.

"We do not have regular rehearsals; we use the better known ballads and popular songs. When we take up a new song we have one of the girls sing it over once as a solo, and then everyone sings it in unison, with occasional impromptu part singing. In the beginning we used community song books, but we seldom do so now, as in these years I have printed the words of more than eighty songs on 36-inch wrapping paper, making an effective song chart. We sing three or four of these songs each morning."

A decidedly different type of music activities is to be registered to the credit of L. Bamberger & Company of Newark, New Jersey. One of these activities is a Music Club, an organization of some fifty "co-workers", which grew out of a gift from Felix Fuld, Vice-President of the company. It was felt that it was a part of the obligation of the store owners and executives to encourage cultural activities among the workers. Mr. Fuld therefore extended this invitation to the workers: Those who wished to might attend the Sunday afternoon concerts of the New York Philharmonic Society in New York City. Mr. Fuld pays one-half of the subscription price for the series. Prior to each concert, I. A. Hirschmann analyzes the program and gives its historical and musical background. The club also planned a course in music appreciation by Mr. Hirschmann, with guest lecturers. The time for the classes was set at 5:45 P.M., after the store hours. The club also decided to offer its services to the musical organizations of the city through disseminating information about concerts and helping to promote the sale of tickets.

### Store as Donor of Scholarships

A still more far-flung project is the launching by the firm of a series of music scholarships, with Spaulding Frazer, a prominent Newark music patron, as chairman of the Scholarships Committee, of which Mr. Hirschmann became the secretary. This plan called for the distribution of four musical scholarships in piano and violin for residents of the nine northern counties of New Jersey, the chief field covered by the store. For these scholarships the Bamberger co-workers were declared ineligible. One of the scholarships for piano students called for instruction at the Institute of Musical Art in New York, and the other, for less advanced students, consisted of four

years' instruction by a New York or Newark teacher. The contestants are judged by an Awards Committee of competent musicians. Even after a scholarship is awarded the Committee may require of the student an audition so as to determine if proper progress is being made. If it is not, the award is to go to the contestant having the second highest standing. The test for the competitive audition consists of playing numbers specified by the Committee.

In telling us of the scholarships Mr. Hirschmann remarked: "It would seem at this distance that we are doing rather more for music than any other department store, unless I am very much mistaken."

A further instance of music activities under systematic auspices within a store is provided by those of the Gilchrist Company in Boston. There the musical groups are looked after by the employees' Co-operative Association through its general secretary, Mrs. Gwladis F. Pray. The Association is the employees' organization of the store, a democratic organization governed by its board of directors and officers, all elected from the store workers. The general secretary is a full-time worker employed by the Association. It is the firm's policy to encourage only the activities where the initiative comes from the workers themselves.

### Tries Out the Idea First

Along the above line the Music Committee, appointed by the president of the Association, suggests various forms of musical activities. These are given publicity in the house organ, *The Ace*. If the response is sufficiently strong the activities are regularly organized. How the plan works out is indicated by the fact that Mrs. Pray reported community singing, an orchestra, ukulele club and operetta group, besides a plan for organizing a mixed chorus.

One is not to assume from the foregoing that vocal activities entirely preëmpt the attention of department store workers, although such activities are decidedly in the majority. We shall find in the reports from individual firms later in this book the record of numerous other activities. For example, the orchestra is a popular institution in the stores. Besides those that we have already mentioned, we find similar groups at the F. C. Nash store in Pasadena, The Mode at Boise, the L. S. Ayres store of Indianapolis, Hutzler Brothers in Baltimore, the Herbst store in Fargo, and those of Rhodes Brothers

at Tacoma and the Meyers store at Greensboro, North Carolina.

One reason for the abundance of store orchestras is the fact that such instrumentation is well suited to the acoustics of a store. Another is the pleasing effect that can be obtained by even a small orchestra with the modern orchestral scoring. This means that an orchestra can be accommodated in a store's accustomed meeting places without having the place cluttered up with a mass of instruments. Furthermore, an orchestra provides an ideal support for the store sings.

### The Makings of an Operetta

An added activity that dovetails into the mixed chorus work is that of operetta presentation. In the mixed chorus the store finds an opera company all ready to function when supplemented by a few soloists. What's more, the addition of costumes and scenery gives a touch of stage life to the chorus's routine work. Again, the operetta company creates a picturesque publicity for the store as we have seen in the case of Macy's annual revue. We also find certain other operetta groups such as those of the M. L. Parker store at Davenport and of Strawbridge & Clothier—the latter, described above.

There are also among the stores various special instrumental groups such as the Harmonica Band at the Gimbel store in Philadelphia. Like all the harmonica bands in that city, it owed its inspiration to Albert N. Hoxie, the pioneer of the harmonica in Philadelphia. The band was organized by the Uncle Wip of the firm's Station WIP. We were told by the Director of Personnel, C. S. Halsall, that the harmonica band met for rehearsal late in the afternoon once every week, and often went with its director on his trips to children's institutions and in parades.

### Soloists as Eager Choristers

As a native Pittsburgher, the present writer rejoices in one of the latest developments in department store music—the formation of the Joseph Horne Company Chorus in that city. A notable feature of this organization, which had its premiere on May 1, 1928, is the fact that there are in the store employ a number of prominent professional soloists, who are not above singing in the chorus. Several of these also served as soloists in the début concert. Following the latter event

the gifted composer, Harvey B. Gaul, who happened to have been a guest organist in this concert, wrote in the Pittsburgh *Press:* "And now they can go back to their jobs, these 100 singers, and know that they have added something to the city." This chorus, which is directed by W. A. Macdonald of East Liverpool, Ohio, has sung for the wounded soldiers at the U. S. Veterans' Hospital at Aspinwall and has been heard over the radio through Stations WCAE and KDKA. It gave a Christmas carol program from the latter during the 1928 holidays. The chorus further joins with its fellow workers in a community sing every Wednesday morning before the store opens.

Another of the big Pittsburgh stores, Kaufmann's, runs to operetta as its specialty. For the 1928-29 season its group of 200 performers had the skillful training of the John Murray Anderson organization in New York City. We were told by Helena L. Fitzsimmons, the Director of Personnel, that the company believed the annual play to be an excellent thing for the workers.

A novelty in the form of music offered to the employees is in vogue at the Abraham & Straus store in Brooklyn where, by the way, the writer of this book is the director of the Choral Society. The store maintains from June to November a roof garden for the women employees. Here the firm keeps on duty a woman custodian whose actual function is that of pianist for the employees during their luncheon period. No effort is made to supervise this work as the pianist's duty is chiefly that of playing the current popular songs which may be brought in by the young women of the store. Those who wish to do so join informally in the singing of these.

### Music a Rival to Food

"This feature of our roof garden has been very popular," so we have been told by Anita Furness, the store's Director of Personnel Activities. "Our only trouble has been in seeing that the employees do not cut short their eating period (or fail to eat at all) so as to give them extra time around the piano."

As to the Abraham & Straus Choral Society, it is one of the veterans in this field about the metropolis. In its first eight years it had been directed by Albert G. Janpolski. There are numerous signs that this chorus fills a need in the store's recreational life. For instance, we have received testimony to that effect from Hazel C.

Gleason who was formerly responsible for the chorus but is now handling other details of the store's work. She said: "In that sixty employees remain after work regularly once every week, we feel that this speaks for the enjoyment of our choral club members. They claim that no matter how tired they are at six o'clock, after rehearsal they are rested." To this item, Miss Furness added the fact that fifteen of the original members of the chorus are still enrolled and have seldom missed a rehearsal.

As in the case of the Strawbridge & Clothier chorus, this Brooklyn group is provided by the firm with a dinner immediately after the store closes on the regular Monday rehearsal night. This is provided in the employees' cafeteria, near the recreation room where the rehearsals are held. On nights when one of the outside concerts is to be given, the members go immediately from the rehearsal to the concert. These engagements, which are filled by the chorus as a voluntary offering, provide an immediate objective for the various periods of rehearsal throughout the year. Then, in the late spring there comes the annual concert of the chorus, which is given within the store.

Some of the chorus's most happy experiences are those when they sing for the inmates of charitable institutions. The writer recalls especially the rare human contact between chorus and audience at one home for old people. A fresh-voiced soprano was singing "Love's Old Sweet Song" with a choral accompaniment. Strikingly applicable to this audience of old couples between seventy and eighty in age was the second stanza, which runs:

> "Even to-day we hear Love's song of yore,
> Deep in our hearts it dwells forever more,
> Footsteps may falter, weary grow the way,
> Still we can hear it at the close of day."

So touched were both chorus and audience by this appropriateness that the leader had the assembly room lights dimmed, after which he asked the old folks and the chorus to join in singing the "Just a song at twilight". After this, the matron of the home gave a brief talk in which she stated that these couples seemed to grow more tender in their regard for each other as their years went on. It was a moment that was recorded as a vital human experience in the lives of the young choristers.

# CHAPTER VII

## AT MANUFACTURING STRONGHOLDS

Steel Business Famous for Its Many Musical Groups, Especially Bands, Orchestras and Glee Clubs—Makers of Machinery also Makers of Music—Its Effect upon Output of Food Products, Motors and Textiles

PROBABLY the manufacturing concerns represent the greatest diversity among the institutions covered by this survey, because of the variety of operations which they cover. We do not refer merely to the general variety of the goods manufactured but especially to the many different types of work carried on under the auspices of one company. The cumulative effect of that diversity will be apparent from the accounts of the widely divergent industries grouped together in this chapter.

### I. IN THE STEEL BUSINESS

When we survey the music-making among the steel companies, we are not surprised to find the United States Steel and its subsidiaries holding a high position, both quantitatively and qualitatively. That the "Steel Corporation" takes an especial interest in such matters, one quickly senses upon visiting its famous offices in New York at 71 Broadway and on dropping in upon its Bureau of Safety, Sanitation and Welfare. One finds there a very graphic set of exhibits depicting the variety of welfare measures which have been fostered by this huge organization. Of course, music is only one of the many activities, but it is evident that it plays no small part. The magnitude of such operations is indicated by the fact that during the period between January 1, 1912, and September 30, 1922, the Corporation's expenditures for playgrounds, schools, clubs, gardens, visiting nurses, etc., was $10,394,567.

When we asked H. A. Schultz, the assistant manager of the above

bureau, to sum up for us the extent of such activities at the corporation's various plants, the resulting report was of surprising magnitude—at least, surprising to any layman unacquainted with the ramifications of that great industrial system. For example, the roster of the musical organizations was seen to encompass manufacturers of bridges, steel pipes, wire and numerous other forms of steel making, tin plate, cement, the mining of coal, the manufacture of coke, docking and the maintenance of several railroads.

### A Census of Music Groups

The numerous subsidiaries of the one organization reported a total of fifty-three different musical groups among their employees. These are divided as follows:

| | |
|---|---|
| 11 orchestras | 12 bands |
| 9 glee clubs | 4 choruses |
| 1 choir | 1 harmonica band |
| 8 quartets | 7 miscellaneous musical activities |

One aspect of such activities, as they are viewed by the Corporation, is expressed in a pamphlet issued by the above mentioned bureau and describing its different types of welfare work. Under the heading of musical organizations it makes the following statement: "The experience of the leaders of the Americanization movement has shown that one of the best and easiest ways to reach our new citizens of foreign birth is through music—the one universal language. The man who knows only a few words of English, who is shy and stammering in speech, can express himself fluently in the songs of his native land, can interpret the spirit of that land to the strangers among whom he lives. A wise man once said: 'I care not who makes the laws of a country if I may make its songs.' And these new citizens, who are encouraged to believe that they have something to add to the musical heritage of America, are all eager to learn the national songs of the land of their adoption, and they absorb from them ideas of freedom and brotherhood."

A headliner among the subsidiaries in the number and diversity of its musical groups is the National Tube Company. Two of its operations at McKeesport, Pennsylvania, receive credit for a total of seven diversified ensembles. At the National Works, the musical

cultivation has brought forth the Morning Glory Orchestra, a group of modern instrumentation in which wind instruments predominate; a colored male quartet, a group of husky singers; the National Male Chorus of some eighteen members and the National Mouth Organ Band, which has gone in for some bucolic effects as to costuming. At the Christy Park Works in the same city there is also a snappy jazz orchestra, a Lyric Quartet of male voices, with its own accompanist, and a banjo quartet, which upon occasion becomes a mandolin ensemble—each of the latter two having a child dancer as an assisting entertainer. All of these McKeesport organizations are impressively garbed and equipped in a modern manner. A well uniformed band carries the colors of the Shelby Social Club at the Ellwood City plant, another Pennsylvania operation. That state is also represented by an orchestra and a male glee club of the company's continental department at its Pittsburgh headquarters.

### From Hungary to Mexico

Moving across the border into Ohio, we find novel touches in the fostering of music at the National Tube plant at Lorain. Here there is a Mohawk Orchestra of Y. M. C. A. boys who are sons of employees at this works. The families of other employees have representation in the Boys' Band of St. Ladislaus Hungarian Church. Along with these children of Hungarian descent, we find a bona fide Mexican band at this plant. There is also a United Chorus of men and women.

Another of the subsidiaries of the Corporation has given its name to a community which has produced one of these activities. It is the American Bridge Company and the community is Ambridge, that part of Gary, Indiana, which is contiguous to the Gary Works. Here there is an Ambridge Glee Club of twelve employees of the Gary plant and three outsiders. It coöperates with the Community Club in Ambridge and with the schools and has taken part in a theatrical performance at the Horace Mann School. The chorus has also given programs in several of the churches and has visited the hospitals on Christmas Eve.

Much more than a merely local reputation adheres to the Edgar Thomson Steel Works Quartet, which hails from that plant of the Carnegie Steel Company at Pittsburgh. This group, organized in

June, 1921, is said to have been the first male quartet heard across the sea in a trans-Atlantic radio test. It has since been heard in a great many of the countries in the world. All of the members, including Lewis Mason, the accompanist, are employed in the masonry department, with the exception of the director, Evan H. Lloyd, who is with the cost department. The Carnegie Company was also represented formerly by a Carnegie Steel Chorus, but we have been informed by its then director, Earl Truxell, that it has since been disbanded.

### Four Branches Join

Composite musical groups draw upon workers from four allied branches of another subsidiary at Donora, Pennsylvania. These branches are the Steel Works, Wire Works, Zinc Works, and Donora Southern Railroad of the American Steel and Wire Company. Their employees meet jointly in the rehearsals of an orchestra, band and male-voice octet, which furnish music for civic affairs in Donora and for employee entertainments. The band gives a free public afternoon concert each Friday during the summer months. With the octet there appears a reader, and the combination has been effective in radio broadcasting and in concerts.

Another male-voice group is the glee club of a further subsidiary, the American Sheet and Tin Plate Company, and drawn from the employees of the Laughlin Works at Martins Ferry, Ohio.

One urban office group on the Corporation's list is the Universal Chorus of its Universal Portland Cement Company at Chicago. Like many a similar group, it made its bow in connection with Christmas caroling. Its thirty-five members, who were banded together late in 1927, made their first public appearance on Christmas Eve of that year in the corridors of the Continental Bank Building, where the Universal offices are located. The Christmas carols could be heard on all the floors of the twenty-one story building and the entertainment was considered a big success. The chorus then became a permanent organization, with Charles Farwell Edson engaged as conductor. This choir sang in the corridors of the building on the day before Easter, 1928. It also appeared in a civic entertainment in the following August at the Navy Pier in Chicago.

A report of December 15, 1928, from Annina M. Golden, the

company's librarian, gave an account of this chorus's ambitious schedule for the ensuing holidays. Besides its singing in the company's building, it had a series of some seventeen other appearances at various clubs and other places.

### Corporation Helps Schools

A linking of musical development through a chain of operations is found exemplified by another corporation subsidiary, the Tennessee Coal, Iron and Railroad Company, centering about Birmingham, Alabama. This company helps not only in the support of the recreational activities in its communities, but in amplifying the teaching corps in the schools beyond what would be available through regular school funds. One sees this plan, as worked out, in the report of Winifred Collins, Superintendent of the Department of Social Science, who is responsible for the supervision of the musical activities. These include community singing in eight of the company's villages, led by one of the teachers in the school.

The present writer's personal acquaintance with this system came through a visit to one of the company's villages near Birmingham, in which he found a comfortable community house as a setting for the musical activities, as well as a staff of personnel workers of a high grade. A further personal association was with the T. C. I. Male Chorus of this company. This was in connection with the big concert of the Associated Glee Clubs of America at the Sesquicentennial, which the Alabama club was most eager to enter but could not because of the cost of transporting the members to Philadelphia. That chorus of fifty men has its headquarters with the general office of the company at Ensley, and is an ambitious pioneer of male-voice singing in that section. The correspondence from the club included an invitation to be present at a banquet given by it to some of the company officials and presenting a dramatization of various songs as dinner features.

As described in Mr. Schultz's report, the object of the T. C. I. Male Chorus is not only the cultural advancement and individual enjoyment of its members but the assisting of the company's social science department in pageants and other entertainments at the various mines and plants. It also appears in church entertainments.

Business efficiency marks the organization scheme of the chorus. It has an executive committee of seven members and this committee in turn selects a chairman, the director and his assistant, a business manager, an accompanist and a librarian. For its honorary president and vice-president, the chorus has, respectively, the general superintendent and the assistant superintendent of the Ensley Works. In the handling of the chorus's affairs by the business manager, he is guided by the superintendent of the social science department. Membership in the chorus is not confined to company employees but includes outsiders as well.

### A Singing Village

It was to be expected that singing would be developed among the colored employees at these Alabama operations. This is borne out by the functioning of colored quartets at the Fairfield Steel Works and at the Edgewater and Bayview coal mines, as well as by a vested church choir at the former mine. An entire colored village, that of Westfield, enjoys the musical offerings by the children of the employees at the by-product coke works. These sing together in the three choral groups of the schools.

Music has its innings in recreation among three of the railroads controlled by the Steel Corporation. A triple alliance of music groups obtains at Greenville, Pennsylvania, among the shop employees of the Bessemer and Lake Erie Railroad. Oldest of the three is the band of twenty-two members which was organized in 1914. It also includes in its membership the personnel of the orchestra. A definite propaganda value is given to the third group by its very title, the Bessemer Railroad Safety First Glee Club. It was organized in 1926. The message concerning safety has been emblazoned upon a banner bearing the name of the club and the reminder, "Always Be Careful".

### Where Music "Talks" Safety

This same caution as to safety is kept in the forefront by the bands of two others of the Corporation's roads. The bass drum of the Iron Range Railroad Band of Two Harbors, Minnesota, carries the line, "The Safety Spirit". That band consists of thirty-five shop mechanics. It has its conductor-instructor and a business manager. The band

takes part in railroad activities such as ball games, picnics and Y. M. C. A. gatherings and it occasionally plays at community events at Duluth and outlying points along the railroad. The slogan, "Safety First", also appears upon the bass drum of the Missabe Railways Band of thirty-one employees, which operates from Duluth.

Employees and their children play side by side in the Conneaut Harbor Band of the Pittsburgh and Conneaut Dock Company at Conneaut, Ohio. Mr. Schultz reports it as having had a real influence for good on the younger generation. The band was organized in 1895, with twenty members drawn chiefly from the company personnel. It has not only been a leading source of entertainment but an educational institution that has produced many capable musicians.

An inter-relation of the community, schools and the company plants is the scheme of things in certain districts where the U. S. Coal and Coke Company is in operation. For example, in its West Virginia division at Gary, there are five musical organizations sponsored by the community and four by the schools. The former include an instrumental and choral group of women and a community orchestra open to both sexes. The school groups consist of two orchestras, a band and a girls' glee club. A similar massing of musical groups is possible among the company's workers at Lynch, Kentucky, where there are seven ensembles among the employees and their families.

### The "Y" as a Music Center

Another leader in music among the corporations engaged not only in the steel business but in its allied branches is the Colorado Fuel and Iron Company. As with so many of the industries, the recreational work of this organization is in charge of the Y. M. C. A., which has the company support. A picture of its use of music was offered by George M. Kirk, general secretary of the mining and railroad department of the company's "Y", with headquarters at Trinidad, Colorado. Said Mr. Kirk:

"Music, particularly community singing, has come to be an established activity in all the company gatherings. At least twice each year we have held these community meetings in the twenty-six mining properties of the company throughout Colorado and southern Wyoming. The meetings are almost always opened with a twenty-minute

sing. Music also has its place in these programs in a little different form through the offerings of the school children. A large part of the programs is usually allotted to the school glee clubs, groups from the grade schools and talented individual students. Virtually all our mining property school districts now have a music supervisor and great progress has been made in music through the schools."

Probably the outstanding musical organization among the employees, added Mr. Kirk, is the boys' band at Rockvale, Colorado, sponsored by Fred Harvey, who secured as instructor Mr. Stowe, the director of music at the Canon City State Penitentiary.

In 1925 the educational department of the company established a class in the fundamentals of music. This turned out to be a godsend to the band boys who were just learning to play an instrument. The boys paid their own class fees, and both the study and the band practice were on their own time. The company's contribution to the upkeep was some forty dollars a month toward the fee of the instructor.

Again, it is the Steel Works Club Y. M. C. A. which handles similar activities at Pueblo. The report on these came from Emerson G. Barrow, the social secretary at that "Y", who directs some of the musical groups. "We conducted Sunday concerts each week last season," said he, "and expect to do the same this season. There had been some community singing, but when I came the people seemed to have grown tired of it and by the end of the season I had discontinued it. We have a choral club, and each year we put on a foremen's minstrel show."

### Trade Mark as Band's Name

Notable among industrial music organizations is the Armco Concert Band which, as you may have guessed, takes its name from the American Rolling Mill Company at Middletown, Ohio. By virtue of its achievements it is far more than the usual plant band. Its story illustrates what can be done in industrial music when the conditions are right.

It was in about 1920 that Frank Simon, who had been cornet soloist and assistant conductor of Sousa's Band, made a certain brief visit to his home in Middletown. He was there asked to consider the organizing and conducting of a band among the employees of the above

FLOUR MILLS' HEADQUARTERS AS OPERETTA LABORATORY

When girls' glee club of Pillsbury offices in Minneapolis took unto itself some of the young men for performance of "Miss Cherry Blossom."

steel company. Mr. Simon decided to undertake the formidable task of developing what he visualized as the finest industrial wind ensemble in the country. In telling us the story, Mr. Simon's associate, Ernest N. Glover, the band's manager, declared: "I do not hesitate to say that he has not only succeeded in building up what critics claim is 'America's greatest industrial band', but conducts to-day a band equal to the greatest professional organizations of the country."

Mr. Simon discovered that in the Armco organization there were about twenty men who had at some time played in some sort of band. Starting with this unpretentious nucleus, the band was soon under way. More experienced musicians were attracted to Middletown and the charter members who could not keep pace gradually withdrew. At the time of Mr. Glover's report there remained only one of the original members among the sixty of the present band.

### A Musical Colony at Armco

This band has attracted to Middletown a musical colony of artists who have held important positions in leading musical organizations. Of the band personnel, Mr. Glover and six other men are functioning in Mr. Simon's office, looking after the band's affairs, copying and arranging music, etc. The others are employed in Middletown at some other trade or profession than music but chiefly in the Armco organization. Thus they have not only good year-round positions but musical duties that bring them both self-expression and added revenue.

Like the athletics and the other activities of the employees, the band is under the auspices of the Armco Association, which comprises the entire working force of the company. Each person with the organization pays fifty cents a month into the association, the company providing an additional fifty cents per person, which gives the association a working fund of one dollar per employee each month. There is, by the way, a mutual benefit feature connected with the membership.

In addition to the salaries of the band's office force, it is budgeted $6,000 for the twelve Thursday night summer concerts at the band shell on Armco Field. The best solo talent of that part of the country is presented with the band. In addition, the Civic Association (an organization similar to the community chest plan) appropriates $3,700

for seven Sunday afternoon concerts given by the band in a park owned by the company.

### City Foots the Bill

Previous to 1927, related Mr. Glover, the band offered eight winter concerts at the high school. Because of the high type of soloists engaged there was always a deficit, which was borne by the bandsmen. Mr. Simon, however, interested the city officials to the extent that $6,000 was appropriated for a season of nine free winter concerts.

Besides these engagements in Middletown, the band appears annually at various times in nearby cities such as Cincinnati, Dayton and Hamilton. At the time of Mr. Glover's letter the players were preparing to make their first two weeks' tour of one-night stands in four states. The company allowed its men to be absent from their regular vocations and the band, being made up of Union musicians, was booked in accordance with the regulations of the American Federation of Musicians. The band was sold at the actual cost of the Musicians' Union salaries.

### Band a Civic Factor

As Mr. Glover aptly says, "The band is, of course, of much value both to our company and to the city. Otherwise, I doubt if it would be continued." The attitude of the company was expressed by its president, George M. Verity, who said, "We consider that our Armco Band has been quite a considerable factor in our scheme of things in Middletown." After citing the practical recognition given to the band by the Civic Association and the City Commission, Mr. Verity continued:

"These things have come about because the band has made its presence felt and has justified its existence. We have endeavored to inject into our community life here everything we could that would add to the health, happiness and prosperity of our people. We have done a good many things, but I do not believe there is any one influence that has greater effect than music. It seems to reach more people than any other one thing."

### The Bethlehem's Choristers

Among the eastern steel corporations, the Bethlehem Steel appears in the rôle of a specialist in male choruses—that is, such glee clubs

have predominated among its activities. As a matter of fact, the company some years ago withdrew its financial support of such recreational activities among its workers. So great was the interest of the men in their singing, however, that the glee clubs continued functioning "on their own". Moreover, three became members of the Associated Glee Clubs of America and took part in its mass concert at the Sesqui. The male glee club of the workers at the Bethlehem plant was the first to affiliate with the A. G. C., in which its conductor at that time, Mark Andrews, is one of the inspiring leaders. Each of these choruses adopted a well-defined system of organization. The chorus of seventy men at Bethlehem was headed by George W. Vary, superintendent of the welfare department. The club at Steelton is directed by Gwilym Watkins, one of our numerous choral directors of Welsh descent. This club of fifty-five members had as its president Fred Wigfield. W. J. Polster headed the organization of the club at the company's Cambria plant at Johnstown and its conductor is Allan B. Davis.

A considerable amount of attention was attracted by the former band among the employees at the Bethlehem plant in which Charles M. Schwab, the Chairman of the Board, took a great personal interest.

## II. MECHANICAL APPLIANCES

Among various of the manufacturing concerns the male chorus is the leading institution, musically. An interesting example of such a club is the male chorus of the Wallace Barnes Company at Bristol, Conn. Actually, this club is run as an independent organization although its personnel is made up of company men. As described by its conductor, R. W. Cook, it grew out of the happy circumstance that there were a great many singers in the shop. The chorus was the outcome of a natural desire on the part of those singers to get together for their own pleasure—and possibly that of the public. It was not undertaken with the purpose of welfare nor was it sponsored by the company in any way. The group includes men from all over the plant, including such executives as the general manager, the treasurer (who is the club accompanist), the purchasing agent, sales manager, factory manager and production manager, besides two divisional superintendents and many foremen and day workers.

"We work on the best male voice music obtainable," related Mr. Cook, "and we put on one or two public concerts a year, which so far have been a decided financial success. The movement seems to be well backed up by the factory people as well as by the public in general. No profit is made by any one in the chorus, including the director and the accompanist. The proceeds from the concerts will be used either to employ soloists to appear with the chorus or eventually to reduce the price of the concerts, which is now $1.00 per ticket, the ultimate object being to give as much good music as we can at as low a price as possible. In fact, what we are trying to do is to build up a chorus which will be an institution in the city rather than merely in the factory."

The chorus rejoiced, and not unjustifiably, in a highly favorable comment on some of its broadcasting by "Pioneer", the radio critic of the New York *Herald Tribune.*

### Music for "The Harvester Family"

A famous Chicago manufacturing concern, the International Harvester Company, draws solely from its general office for the membership of its Choral Society. We asked a college friend, "Sam" White, the former Princeton football star and now one of the firm's executives, to secure for us the story of this chorus's career. It came in the form of a report from the then president of the chorus, Walter B. Barney. "Its members," said Mr. Barney, "have just one motive in belonging to such an organization—the love of good choral music. In the presentation of its programs the Society is animated by the desire to furnish for the Harvester family and for others such quality of musical entertainment as will justify the helpful interest taken by the company's officers."

This chorus goes back for its inception to 1910 when forty members banded themselves together and gave a part-song concert at the Ziegfeld Theater. That fall it inaugurated the annual custom of putting on a program of Christmas music. The second season was a notable one both because the chorus membership grew to eighty-three and because it gave that fall the first performance in the United States of Maunder's cantata, "Bethlehem". The next year was marked by the chorus's initiating the giving of four voice scholarships at the

Chicago Musical College. A high spot of the next season was its presentation of a light opera, "The Musketeers", and in the succeeding year its spring feature was a pageant of folk songs and dances. This was followed in 1914 with a Christmas concert at Orchestra Hall of which the net proceeds went to the United Charities.

Later a protracted dissolution of the chorus was brought about by the war, but it was revived in 1926 and it has appeared on several programs. The success of the revival is indicated by the fact that it gave "The Messiah" in 1927 with ninety-one voices and planned to follow that with "Elijah" in its eighth season. Richard B. De Young has been conductor since 1926. Mr. Barney was succeeded as president by Everett E. Yeager.

Among the makers of another noted mechanical product, the Remington Typewriter, its band is the headline attraction. This organization has reached a widespread public through its broadcasting. It completed on June 27, 1928, two years of weekly broadcasting which began in a new band shell built by the Electric Light Commission in a beautiful park dedicated to the World War Veterans. In the fall of 1926, a studio was built in the company's cafeteria. The music was thence transmitted by wire seventy-five miles to Schenectady and there broadcast from Station WGY. The "fan letters" evoked by those concerts came not only from the four corners of the United States but from Canada, Newfoundland, New Brunswick, Nova Scotia, England and South America. One program alone elicited more than 300 letters, thirteen of which came from England.

### Concerts as Direct Advertising

The programs broadcast by the band have been made up of standard works and the better grade of incidental music, so we were told by Edwin Daniels, the band's conductor. Mr. Daniels added, "It has been extremely gratifying to receive compliments on the type of music played as well as on the arrangement of the programs and their rendition. The broadcasting is, of course, connected with the advertising department of this company and Mr. A. C. Reiley, the advertising manager, is greatly interested in our band's efforts."

A policy of shrewd educational development has been followed in the band's broadcasting. For instance, every number of which there

was a story or an explanation was described to the radio audience. Again, the variety of the programs was heightened by the introduction of various instrumental soloists from the band. The interest of the local people has shown itself in their being present for indoor programs as well as for those played in the band shell during the summer.

Mr. Daniels, by the way, has come to have a high opinion of a band as an institution in a place of the population of Ilion. Says he, "A band such as the Remington Typewriter Company Band, capable of playing much of the symphonic music the average small symphony is able to play, fills a much larger place in the hearts of its local listeners than could any orchestra which might be built in a town the size of Ilion. I believe a good band has a far greater appeal to the majority of people than has any other musical organization."

### Lesson Fees Aid Welfare

A prominent manufacturing plant which sponsors music lessons for its employees is the Westinghouse Air Brake Company at Wilmerding, Pa. For the leader of its band the firm employs Joe Nirella, whose brother, Danny, is well known to nearby Pittsburgh as the leader of its Municipal Band. Mr. Nirella is on the regular salary roll of the company and he devotes his time daily to teaching all kinds of instrumental music to the employees, their families and other residents of the community. For these lessons a small charge is made, the money being used for community welfare work.

A personnel of twenty-five members, mostly shop men, is maintained by this Westinghouse band. The band rehearses every Thursday for three hours immediately after the closing whistle. For these rehearsals the men are paid a shop rate. Their summer concerts in the local park are also at the company's expense. One hour of these is devoted to a regular program followed by one or two hours of street dancing. As to the winter concerts, these are held semi-monthly in the main aisle of the shop and are attended by an average of about 2,000 employees.

## III. THE AUTOMOTIVE INDUSTRY

It is to the automobile industry that we must look for one of the most novel forms of industrial music. The specific firm is the Fisher

Body Corporation of Cleveland, Ohio, and its Exhibit A is its kilties' band. When J. D. Lyle of that company told us how they happened to have so original a type of activity as this bagpipe band, he traced its organization back to 1923. "There happened to be a number of Scotsmen in our employ at about that time," said Mr. Lyle, "many of whom were naturally interested in bagpipe bands. One of our energetic superintendents, D. J. Levitt, took it upon himself to organize this band. All of the members are Scotch and many of them had seen service in the World War in various Scotch regiments." Besides playing at social functions of the employees, these kilties have also performed at certain civic entertainments, parades, etc.

In general the band seems to be the favorite musical activity in the motor industry, with such examples as those of the Studebaker, Buick, Chevrolet, Ford and the Oakland. However, in one automotive center, Flint, Mich., the male glee club is an equally favored institution. The story of its composite male chorus of plant workers is told on another page.

A male chorus is also in the foreground among the employees of the Sparks-Withington Company, makers of auto horns, at Jackson, Mich. As with numerous groups elsewhere, it is directed by one of the plant executives, H. A. White, the factory manager. The glee club's former conductor had been engaged on a fee basis. When he left the city, the members of the glee club requested that Mr. White direct them. Explained Mr. White, "My service is given free. I believe it is better this way, as they know I am not doing the work for personal gain. A young lady employed in the office is the accompanist and she is paid, and this with the cost of the music is the only expense. We have only a few who have had any experience in singing in choirs or glee clubs, or who have very much of an idea about reading music, but by considerable hard work and patience, we are really accomplishing something, as is shown by the songs we have sung and are now working on."

## IV. AMONG THE FOOD PRODUCTS

When we come to manufacturers of food products, we find a leadership in chorus work on the part of Swift & Company at the Union Stock Yards in Chicago. The musical world in general knows

of the Swift & Company Male Chorus not only because of its singing but through its annual awarding of a prize for composition. This chorus dates back to the war, as one of several war activities organized in 1917 by the company and employees. The enthusiasm of the members was such that after the war they desired to develop a permanent organization capable of producing the best in music. Its present conductor, D. A. Clippinger, was selected as director during the first year of its existence.

This male choir now has about seventy-five active members. It makes some eight public appearances each season, all but one of these being given without charge at churches and public institutions. Each spring a gala concert is given at Orchestra Hall in which some noted singer appears as soloist. These make up a notable roster, including Tito Schipa, Edward Johnson, Claire Dux, Charles Marshall, Irene Pavloska and Reinald Werrenrath.

### Sings Its Own Prize Music

Beginning with 1921, the chorus has offered a yearly prize of $100 for the best musical setting in male-voice form of a selected poem. The competitions have been limited to American composers and the number of manuscripts submitted each year has ranged from fifty to seventy-five. A number of nationally known composers have been represented among the prize works which have been the following: "The Four Winds", by Franz C. Bornschein; "Waken! Lords and Ladies Gay", by Samuel R. Gaines; "The Sea", by Franz C. Bornschein; "The Singers", by Louis Victor Saar; "Blest Pair of Sirens", by Gustav Mehner; "Constancy", by Samuel R. Gaines; "Blow, Blow, Thou Winter Wind", by Dudley Peele; "Harp of the North, Farewell", by Dudley Peele.

A girls' glee club is especially in the spotlight among the employees of the Pillsbury Flour Mills at Minneapolis. This club, which consists solely of office employees at the headquarters of this firm, was organized primarily as a foundation for Christmas music. As in many another case, it grew to be a permanent fixture because of the enthusiasm shown. It is the custom at the Pillsbury offices for all to assemble in the halls of the building in the afternoon of the day before Christmas. At that time all occupants of the building,

ALL-STAR BAND HAS ITS OWN OFFICE STAFF

Rolling mill men form nucleus of this sterling organization sponsored by Armco Association at Middletown, Ohio.

whether employed by the company or not, are invited to join in singing carols as led by the glee club and accompanied by the band. During the winter months the club is often called upon to assist in church, school and lodge entertainments. Under the bâton of its director, J. Avery Dunn, the club launched out, in May of 1927, into the production of an operetta, "Miss Cherry Blossom", in which the girls were assisted by some of the young men of the organization.

Both the office and the mill are represented in the Pillsbury Band, which gives concerts frequently in the different parks of the city.

### Musical Exponents of "Pep"

Still another noted manufacturer of food products, the Kellogg Company at Battle Creek, Mich., is known far and wide in its section through the Kellogg Band. Each summer, by the courtesy of W. K. Kellogg, the band has given concerts on Sunday afternoons not only in Battle Creek but in surrounding towns, especially in those of 8,000 to 10,000 population. In 1927 alone, the band made fifteen trips out of town with James P. Upton as its manager and Charles Denman as its director. The band has its own officers and Band Association. There is also a sick and benefit fund.

There is a special need for the dance music which is played during the noon hour in the Kellogg cafeteria, as the plant runs on a twenty-four hour basis with three shifts of eight hours each. This musical entertainment is thus provided on the company's time.

## V. AT THE TEXTILE PLANTS

We find a special condition exemplified among manufacturing plants in the South, where the nature of the community life makes the employer play a more active rôle therein than he would in other localities. An instance of such a situation is that of the Callaway Mills at La Grange, Georgia. These textile mills comprise twelve different corporations, all of which participate in the support of the institutions promoting the educational music activities. Those institutions are two public schools, a Y.M.C.A. and the Southwest La Grange bands.

The Southwest La Grange community is made up entirely of the families of the workers in the various Callaway mills. Its schools,

while belonging to the public school system, are operated for the benefit of the workers' children, and are partially supported by the corporations. The latter do not employ welfare workers as such. This work is done through the above institutions and others. In the schools there is daily instruction in sight singing and music appreciation, glee clubs, toy symphony orchestras, instruction in piano and string instruments and folk dancing. At the Y.M.C.A., phonographs and player pianos are provided, and there are community sings and music combined with athletics.

### Mill Support for Churches

The extent of this system is also shown by the fact that the nine churches of the community also receive financial assistance from the corporations, and their various activities are a part of the educational and social program of the mills. In other words, this essentially mill community is supplied by the corporations with the advantages which the workers and their families would be able to obtain in a progressive city.

Another tie-up between several plants of one corporation is seen in the musical program of the Carolina Cotton and Woolen Mills Company, a property of the Marshall Field interests in Chicago and operating in the three North Carolina communities of Leaksville, Spray and Draper. This company maintains a community music director in the person of O. A. Kircheis. In conducting the Tri-City Music Department he has the assistance of Edna Marie Grotefendt. The finances come from the welfare department.

### Summed Up in Music Week

Each year the accomplishments of the music section are summed up in an observance of National Music Week in the three towns. These celebrations, which began in 1924, are financed by the company, the expenses for the 1928 event running up to almost $1,000. The Music Week programs represent a constructive, year-round education of the people of these communities in vocal and instrumental music as carried on by the music department.

That no part of the population is neglected is shown by the actual participation in the Music Weeks, one of which enlisted a total of

some 300 participants, constituting the orchestra, band, chorus, operetta group, etc. The effect of this campaign of education is apparent in the comment of the director on the 1928 Music Week: "Each year more people take up the study of some musical instrument. They have learned to appreciate good instruments and good music."

### Mill Men in Army Band

Numerous of these southern cotton mills have bands, and in some cases these have a double affiliation. This is true, for example, of the band of the Riverside and Dan River Mills at Schoolfield, Virginia. This organization, under the leadership of Joseph Vezetti, also functions as the official band of the 246th Coast Artillery, and it is a valuable adjunct to that regiment in its field training.

In the case of the Saxon Mills, manufacturers of cotton sheeting at Spartanburg, South Carolina, its band is also that of the Woodmen of the World lodge at that place. The initiative came from workers who were members of that society. The company furnished the equipment and paid the band director, S. J. Bishop, until the band was able to play concerts and thus be self-supporting. Fifteen of the original bandsmen are still members. The band has played numerous engagements at Cleveland Park in Spartanburg, at various fairs and at the Southern Methodist-Episcopal Assembly at Lake Junaluska, North Carolina.

Instead of a band among the employees, the mills at Laurel, Mississippi, offer concerts by the Municipal Band under H. M. Villaine, which are supported by virtually all the industries of the city.

### This Firm Has Fourteen Groups

One Southern textile concern is so proud of the musical and other activities among its employees and their families that it has issued a handsome illustrated pamphlet concerning them. The firm is the Pacolet Manufacturing Company, which operates cotton mills at both New Holland, Georgia, and Pacolet Mills, South Carolina. The above pamphlet was prepared by Katharine Dozier, director of the company's educational work. So well-rounded are the musical activities fostered by her department that in her reply to our questionnaire there was scarcely a vacant space under the headings of the different musical

groups. As has been noted before, the relation between the plants and the churches in these Southern communities is close. We thus find the church choirs as a logical activity in her report. In addition to these, she reported a total of fourteen groups or activities in the two towns. An unusually alert participation of these groups in the community life of the towns is a feature of the report.

### Music Pays the Piper

One of the most thorough systems of musical development in the textile industry is that of the Aberfoyle Manufacturing Company at Chester, Pa. A novelty in its scheme—one which is shared by certain other plants, such as that of the Walkover Shoe at Brockton, Mass.—is the utilization of a country club as a setting for musical and other recreation. A series of Sunday concerts is given there during the summer. No admissions are charged for these programs, and members are privileged to bring guests at any time. The increased revenue in restaurant receipts and guest and dance ticket sales, together with the interest in the club, justifies the expense of these occasions. They help to make the club almost self-sustaining.

A tie-up is maintained within this company between its service department and the country club. Each department in the organization has an employee representative in this service department. The same group also serves as the board of directors of the country club.

Among its musical activities this firm numbers not only its Men's Glee Club but an exceedingly active band. The latter plays weekly during the noon hour. For these concerts, which consist of standard numbers, there is generally a printed program describing the music or giving a brief biography of the composer or something which will promote musical appreciation. Following the regular program, the band plays for dancing, and the cafeteria floor is generally crowded.

## VI. WITH THE OIL REFINERIES

If oil refining is to be classified as manufacturing, this chapter is the proper place in which to record certain musical manifestations of the Standard Oil. For instance, we may note the alliance in a definite organization of the bands of one of its subsidiaries. That is the United Bands Association of the Standard Oil Company of New

Jersey. Three refinery bands, mustering 'round about 165 men in all, make up this association. We learned about the organization one day during a visit to our offices from its secretary, Omer A. Brown. The purpose of the association is both the study of good music and the promotion of good fellowship among the members. Not only do the three bands rehearse some of the same music—they are also uniformed alike and have appeared jointly in concerts at Jersey City, Elizabeth and Newark. This group constituted the largest industrial band in the parade at the Lindbergh celebration in New York on June 13, 1927.

It is due to the initiative of William C. Koehler that this group of bands is so flourishing. Some ten years ago when he was the general superintendent of the Bayonne Refinery he organized a band at that plant—the first of the three. "It received such approval by the company," said Mr. Brown, "that it has organized bands in all its refineries, and the Standard Oil Company of New Jersey takes great pride in them." Mr. Koehler, by the way, was not long ago made a director of the company.

An active department of industrial relations fosters the musical activities of another Standard Oil Company—that of Indiana. These matters are in the hands of an assistant director of the industrial relations at each of the six refineries. These executives have been located as follows: W. M. Bercaw, Whiting, Ind.; H. W. Eberstein, Casper, Wyoming; C. F. Hall, Wood River, Ill.; A. S. Hurt, Sugar Creek, Mo.; A. G. Burckert, Laramie, Wyo.; and S. A. Krajicek, Greybull, Wyo. In addition, there is a similar official, C. W. Smith, at the main office of the company in Chicago.

### That Matter of Morale

Typical of the way in which the music works out in betterment of employee morale among these workers is the situation at Casper, Wyo., as outlined for us by Mr. Eberstein. "I believe," said he, "that music and social entertainment play a great part in this work. Hence, in every way possible we encourage our men to hold entertainments, not only musical but otherwise."

Besides an athletic club and a dancing club, the Casper Refinery has a minstrel troupe and an orchestra, the latter of which was re-

ported by Mr. Eberstein as being the most lively at that moment. The men play for the monthly meetings of the Foremen's Club as well as for many of the dances, and give about four concerts a year for their own treasury. As a setting for these activities there is a $40,000 building with a large auditorium and stage. The organizations charge merely enough admission to meet expenses. The company pays for the time of any man engaged in music who would ordinarily at that moment be on duty.

## VII. MISCELLANEOUS

A further example of musical recreation where the community is virtually the industry and vice versa is that furnished by Kohler, Wisconsin. This town is the home of the Kohler Company, manufacturers of plumbing goods. Here not only music, but a score or more of other recreational activities are handled by the Kohler Recreation Club. The club in turn is represented by its musical director, Henry Winsauer. Under his jurisdiction comes a band which rehearses twice weekly on part-shop-time. It plays a weekly concert for the several noon shifts—this on company time. During the summer months a weekly evening program is given at the nature theater in Ravine Park, to which thousands are drawn. In the winter there is a monthly program in the recreational hall, usually on Sunday afternoon. This band was formerly supplemented by a junior band, but that has since been turned over to the school, and at the time of Mr. Winsauer's report there were about seventy-five school children studying various instruments. A men's and a women's chorus complete the musical roster of this community.

### Hatters as Song Birds

Among the clothing manufacturers, the John B. Stetson Company has had an interesting musician at the head of its mixed chorus in the person of Dr. Adam Geibel, the veteran composer of "Kentucky Babe" and numerous other familiar songs. Of late years Dr. Geibel's labor with the chorus has been chiefly that of preparing it in a number of compositions for the impressive Christmas exercises at the factory. This organization also has one of its executives as the president of the chorus, Milton D. Gehris, vice-president, who has told us some

facts about the use of music in this factory during the work periods, as noted on another page.

A trail blazer in the matter of musical education among its employees is the firm of Brown & Bigelow at St. Paul, Minn., a manufacturer of "remembrance advertising". Each employee of this house is entitled to one-half hour a week on company time to take a music lesson. Most of the instruments are furnished by the company, and the latter also pays the fees of the instructors besides contributing the worker's time. This innovation affords a privilege for those who know nothing about music to take up some instrument and thus have an opportunity to join the plant band or orchestra.

### Teaching the Young Idea

As described for us by John G. Gerken, who is both the personnel director and the conductor of the band and orchestra, the firm's Quality Park Concert Band has the large number of eighty members. At the time of Mr. Gerken's first report there were an additional twenty-two classed as beginners and not advanced far enough to belong to the band. He later reported the inaugurating of a junior band to act as a feeder to the senior band and to consist of about thirty-five members. The older band sprang out of a tiny organization consisting of only eight players. The purpose of the band, so Mr. Gerken reported, is not for advertising; it is a part of the extensive welfare work carried on throughout the plant. Concerts are given by it at Quality Park one night a week through the summer months and to an attendance of from ten to fifteen thousand persons each week. The band also plays at hospitals for crippled children and for veterans, besides an engagement at the state fair. There is one concert given free to the people of St. Paul each winter at the St. Paul Auditorium.

There is very little in the way of welfare work that is overlooked by this company. A great variety of athletic and social activities is carried on by the Employees Club, to which every member of the institution belongs. Under its supervision is the cafeteria, where there is a piano for entertainment during the noon hour, in addition to a phonograph in the girls' club room.

By a few industrial concerns a pipe organ has been installed for the employees' edification, a notable instance being a company which

is not only a manufacturer but a distributor and a chain store proprietor—the Larkin Company, Inc., at Buffalo, New York. The pride of this establishment is the organ which was provided through a $110,000 bequest from the company's founder, the late John D. Larkin. A second large manufacturing concern which provides organ music for its workers is the National Cash Register Company at Dayton, Ohio, where the organist is R. E. Kline. A difference between the two is that the N.C.R. auditorium, of which the organ is a part, is separate from the offices and factories, whereas the Larkin instrument is located in the firm's administration building which houses some 15,000 employees. Other industrial organs are those of the Maryland Casualty Company at Baltimore and of the Mutual Benefit Life at Newark, New Jersey.

### A Donor's Vision

A four-manual organ of 6,691 pipes and of 184 stops is the Moller instrument of the Larkin firm. It has been played upon by organists of national reputation such as Rollo F. Maitland, Firmin Swinnen, Warren D. Allen and Harold Gleason. A writer in the Buffalo *Arts Journal* described the morning-before-Christmas of 1925, when the then partially installed organ was first played. This was some six weeks before the passing away of the organ's donor, who had been president of the company for fifty years. That writer spoke to Mr. Larkin as he stood listening to the music, and the latter's reply was: "Isn't it beautiful that we may all enjoy it together! I hope that the day may come when it may be amplified throughout the entire plant so that the men at work in the warehouse and power house and all through all of our buildings may enjoy it with us!"

It would be pleasant to be able to record that Mr. Larkin's vision had since been actually realized. Unfortunately, however, this has not yet been worked out. One of the company's executives, H. W. Whitney, the Assistant Comptroller, informed us in September, 1928, that loud speakers had been installed in some of the factory departments but that they had since been taken out. It was found that the microphone picked up all the typewriter noises as well as the organ music, and this, of course, was unsatisfactory at the receiving end. Shields of various sorts were experimented with in an endeavor to

BREAKFAST FOOD MAKERS AS BANDSMEN

"The Sweetheart of the Corn" as represented by Kellogg Band at Battle Creek, Michigan.

UTILITIES WORKERS AS MASTER JAZZISTS

Dance orchestra of Brooklyn Union Gas Company with its chimes consisting of gas pipes.

eliminate these alien noises but the experiments were unsuccessful.

How the organ functions in the life of the Larkin workers was described by the writer of the above article in the Buffalo *Arts Journal,* Francis Burnet Frazee, who said that the company was fortunate in having a number of organists within its own organization. These play from time to time not only for their own satisfaction but at the request of others in the "Larkin family" who wish to hear some selections. Besides, there have been the Friday recitals, not only by the above visiting artists from outside Buffalo, but by leading artists of the city.

### Organ Salutes Visitors

Mr. Whitney sketched for us another use that is made of this organ, which stands at the end of the imposing court at one end of the administration building. Said Mr. Whitney:

"The Larkin Company is a national institution and our literature encourages people to visit us whenever they come to Buffalo or Niagara Falls. As a matter of fact, we now have yearly contests, the prizes of which are free trips to Buffalo for some 150 or 200 prize winners from all over the country. On the occasions of these visits, together with the visits of business representatives of the many firms from whom our goods are purchased, the organ is played. The people of Buffalo have come to know that the organ can be heard at any time, and it is interesting to know that many folks avail themselves of the opportunity to ask for organ music when they come here to do business with us.

"Informal concerts are given every noon. These last an hour or more and, with the music that is played during working hours, mornings and afternoons, we get between two and three hours of organ music every day of the week."

### Linked with Reproducing Piano

An attractive embellishment of the Larkin organ was described to us by Dr. Sigmund Spaeth after one of his trips to Buffalo. He stated that the organ had been combined with a concert grand Ampico reproducing piano. The latter instrument, which is in the center of the court, may be played either separately or from the organ console to

which it is electrically connected. "When the combined tones roll forth, either controlled by hand or by recordings," added Dr. Spaeth, "the entire building vibrates in harmony." He explained that when any of the organists in the organization were too busy to perform, the records were substituted.

From Mr. Whitney, again, we have the following statement: "The motivating idea behind all of the work of this sort in the Larkin establishment is simply to create a propitious atmosphere for making it a better place in which to work."

### A Much-Traveled Drum Corps

Among the other manifestations of music at this plant is the Girls' Drum Corps. Its leadership and proficiency are such that its services are in demand, not only in Buffalo, but far afield. For example, the Rotarians took the drum corps to Denver on the occasion of their 1926 convention. It has also been used annually by the Pennsylvania Railroad at a gathering of its executives. The corps was on hand to escort the drum corps of Erie County's American Legionnaires on their pilgrimage to Paris. The group of girls is guided by very rigid discipline and the trips are rewards to the members for especially efficient work. The importance of the unit, so Mr. Whitney reports, has placed it ahead even of urgent demands of business. Its engagements are kept, regardless of time and despite the immediate needs of the departments in which the members are employed. On outside engagements the girls are paid as if they were in the shop at the home plant. Their expenses are a part of a fee charged for the services of the unit.

To a great extent responsible for the development of the drum corps is Louise C. Gerry who is in charge of the women's employment and personnel work in the institution.

# CHAPTER VIII

## IN THE UTILITIES FIELD

Where the Public Goodwill Is So Desirable, the Use of Music Is Here a Necessity—High Lights of Accomplishment by Gas and Electric Workers—Music's Place among the Traction and Telephone Systems

SOME of the most interesting manifestations of industrial music are those in the field of public utilities—if one may loosely include in that classification the companies which handle power, gas and electricity and those operating street railways. In most of those industries the element of public goodwill is a very desirable asset. Inasmuch as these musical activities, as we have found, so naturally create goodwill, the rich crop of them in this field gives no occasion for surprise. Furthermore, the employee conditions in these industries are especially conducive to the functioning of musical groups, wherefore the two-fold benefit of music is notably apparent here.

One of the most individual of these musical societies—because of the attitude of the workers composing it—is an organization at Lowell, Massachusetts. By no means does the first of the two above factors enter into the motive of its membership. Note its title: The Orchestra of Employees of the Lowell Electric Light Corporation. What has been said in this volume about the fact that a desire for musical participation on the part of the employees must underlie any such activities is doubly true in the case of this orchestra.

Not only did the initiative as to its formation come from the men themselves but they stress the title of the organization as indicative of the players' insistence that the orchestra is entirely a project of their own. Every time they receive a request for their appearance, they send out a multigraphed statement which is also given to reporters on the occasion of their performance. That statement bears the slogan,

"To Inspire and Stimulate the Love of Good Music." It begins: "It is desirable to emphasize continuously the fact that this voluntary organization is not the Lowell Electric Light Orchestra (it is no part of the structure of The Lowell Electric Light Corporation); rather it is an orchestra voluntarily formed and carried on by these employees themselves." This statement is followed by a request that the words "Orchestra of Employees" be emphasized when the orchestra is spoken of and that they be printed in some prominent way in all announcements, newspaper reports and programs. It is further asked that the name of the company be inconspicuous in the printing.

### An Executive as Conductor

To understand the reasons which lie behind this insistence upon a separate identity for the orchestra, one must know something of its history, as it was outlined for us by its agent, R. G. Custer. It was started in 1924 by a group of employees musically inclined. Their main object from the beginning has been that contained in the slogan quoted above. They wished not only to appreciate great music but to extend that appreciation among their friends and fellow employees. The original nucleus of the orchestra was five or six men. When the manager of the company, J. A. Hunnewell, discovered this ambition on the part of these employees, he was delighted, for he is himself a musician and a lover of music. He gave the budding orchestra every encouragement and a great deal of personal assistance. "He has helped us select the proper type of music," testifies Mr. Custer, "presided at our rehearsals and has been prevailed upon to conduct our more important concerts. While the boys, under their own director, Herman O. Faust, have worked hard and while Mr. Hunnewell is content to allow all of the credit to be given to them, we ourselves realize that without his encouragement and direction we would not have progressed to the point where we now find ourselves."

### From Man to Man

In amplifying for us the statement of the orchestra as to its relation to the company, Mr. Custer said: "We wish to reiterate that whatever assistance we have received from our manager, Mr. Hunne-

well, has been entirely unselfish and without hope of adding to the company's goodwill thereby. There is no question but that the company benefits from this arrangement to some extent, but this has never been a consideration and the idea of music for art's sake has been the preponderant one. The help received from Mr. Hunnewell has been more in the nature of that of an employee toward his fellow employees than from the manager of a corporation to those working under him."

From the original nucleus, the orchestra has so grown that it consists of twenty members, making up the instrumentation of a concert orchestra and including such instruments as the oboe.

### Fairness to the Profession

These musicians are meticulous not only about the public's understanding of their status but regarding their relation to other instrumental groups in their community. Their official statement also carries this sentence: "These boys devote no effort to the preparation of music for commercial work available in the City of Lowell and they do not intend to accept any engagements for which there is a known likelihood that paid Lowell musicians would otherwise be employed." They follow this with a definition of the types of engagements which most appeal to them. (This writer must here interpolate a wish that soloists and musical ensembles in general were permitted to be so frank.) Those forms of engagement are, first, one in which the orchestra constitutes the entire entertainment; next, one in which the orchestra occupies a definite period for the playing of concert numbers; and, last, an engagement at a banquet at which they follow their dinner music with a concert program of thirty minutes or longer.

To attain to a proficiency entitling the orchestra to such consideration as mentioned above, the members rehearse at least one evening a week for almost three hours. Furthermore, the orchestra not only limits itself to the classics and to standard concert music but lives up to Mr. Hunnewell's test that no number be introduced as a part of the repertoire until it can be given the proper interpretation. That good music is widely appreciated is indicated by the organizations before which the orchestra has appeared, including lodges, a business

and professional women's club, the Knights of Columbus, a country club, two or three women's clubs, a Congregational church and an electric light association.

For financial support in the purchase of instruments, music and paraphernalia, the musicians have been helped not only through their own efforts but by their fellow employees, by Mr. Hunnewell personally and, in a small degree, by the corporation itself, so runs their official statement.

### A Trans-Continental Glance

A bird's-eye view of the gas and electric utilities corporations across the continent will show the high frequency of music in the recreational scheme. For example, we find some very active groups in New York City. This writer has had some personal experience with the situation in two allied companies, the Consolidated Gas and the New York Edison. That experience came through his leading of community singing at meetings of the latter's Association of Employees. At those meetings, the instrumental support was furnished by an excellent orchestra made up of company workers. That orchestra is directed by George F. Briegel, who functions valiantly in Manhattan's industrial music, with his directorship also of the Metropolitan Life Band. Besides the above activities the company employees have also given attractive musical shows. These workers, along with those of other subsidiary companies, may also join the mixed chorus next door at the Consolidated, which is called the Gas and Electric Choral Society. Its director, Charles Delmont, also has charge of the Gas and Electric Band. In addition, the Gas and Electric Community Club engages in community singing under Wing Taber Wetmore, who has had a variegated experience in lyceum and entertainment work.

Across the river in Kings County, the Brooklyn Edison Company can boast a large assortment of musical enterprises. Singing predominates in the program, with the annual Christmas carol services, a mixed chorus and a male glee club—all of them under the leadership of Ella Good. Along with these is an annual musical comedy under the direction of William Halloran. Instrumental pursuits are represented by an orchestra and a Boy Scout fife and drum corps.

Besides the regular mixed chorus there is a radio unit of sixteen. The glee club has appeared on numerous occasions for the Bureau of Charities and has sung Christmas carols at the City Hall. The musical comedy for the 1928-29 season is entitled "Mark Time". Concluding the musical set-up is the use of the piano in the cafeteria, where formerly a jazz orchestra used to be heard.

A band and a chorus are also to be observed in action among the employees of the Brooklyn Union Gas Company. The purpose of the mixed chorus is a special one, that of the presentation of Christmas carol singing. This group of ninety begins rehearsing in November for its Christmas program, under John Waldron of the company's staff. The plan for 1928 was that of a midday service in the rotunda of the company's building and broadcast by Station WABC. The band of this company is directed by Adolph Schöneberger, who is located at this company's Canarsie establishment.

### Make Music on Gas Pipes

This gasmen's band was organized in May, 1927, with the sanction of C. E. Paige, vice-president of the company. Its sponsorship is indicated by its title, the Brooklyn Union Gas Club Band. Once more in this instance was a special occasion responsible for the formation of an industrial music group—this time a supper given by the foremen in 1927 and attended by some of the company officials. The entertainment was furnished by a shop department orchestra which had been holding forth for some ten years. One of the features of the entertainment was the playing by the orchestra's conductor of what is known in the company as the Gas House Chimes and is really a set of gas pipes. This program was so appreciated that Mr. Paige commissioned Mr. Schöneberger to organize a brass band. The latter began with twelve players, and has grown to twenty-four. Its rehearsals of the standard compositions are held weekly in the band room of the Gas Service Station at Canarsie. The organization appears at company functions, at the opening of the employees' baseball season and in radio and public programs.

A Christmas festival, in turn, marked the first birthday of the orchestra, in 1918. This was a party for the children of the shop employees. The orchestra grew from a violin and piano to the present

dance orchestra of twelve pieces which performs for the various company dances. Both the orchestra and the band play each year for the service emblem award to the employees.

The situation at Baltimore is characterized by the appropriation of $2,000 by the Consolidated Gas, Electric Light and Power Company for the maintenance of its five musical activities. Orchestral and minstrel show doings are reported from Reading, Pennsylvania, by the Metropolitan Edison Electric Company, while to the west of the state a battery of five different musical groups represents the Philadelphia Company at Pittsburgh, one of which, a very active band, is mentioned later.

### Around Lake Michigan

Making the jump Middle Westward, we find a total personnel of eighty-six in the four instrumental and choral groups of the Consumers Power Company which, centering about Jackson, Michigan, serves several cities in that state. These activities, which are sponsored by the Employees' Club—meaning jointly by the men and the company—are reported as both increasing sociability among the employees and creating goodwill on the outside. Across Lake Michigan, we find community singing as conducive to unanimity at the various employee meetings of the Madison Gas and Electric Company at Wisconsin's capital.

Still further to the West, we see the same trend in the activities of the Nebraska Power Company, which include a woman's glee club and an orchestra that bring the company's name before the public. Across that state's southern border, we meet the male glee club of the Kansas Gas and Electric Company, which, from its headquarters at Wichita, serves thirty other Kansas towns. This group is not only considered worth while by the company but evidences a hearty coöperation on the part of the membership. The neighboring Oklahoma is active not only with the band and orchestra of the Oklahoma Natural Gas Corporation at Tulsa (which gives service to forty other towns) but with glee clubs of both men and women among the employees of the Empire Gas and Fuel Company at Bartlesville.

Crossing another border, we find Texas to be a stronghold with a band of forty (count 'em) saxophone players of the Texas Electric

DRUM CORPS CARRIES COMPANY'S NAME AFAR

Touring not a novelty for this snappy organization of women workers of Larkin firm at Buffalo.

Service Company at Wichita Falls, and a choral club of thirty among the main office workers of the Texas Power and Light Company, located at Dallas but serving other cities. This latter group is supported by the Employees' Club, comprising almost the entire Dallas office of the company. The prospect of a recreation hall, with piano, for the use of the employees, and of the formation of an orchestra was on the cards at the time of the last report from the club.

### Amid the Rockies

Our next state to be visited contributes to the survey the four musical groups of the Public Service Company of Colorado, which has for its clients more than a hundred communities in the state. Not only do the employees feel these activities to be worth while but the company uses them in demonstrating its support of various activities.

On the Pacific Coast, one is not surprised to find Los Angeles in the foreground, both with the chorus of seventy-five Southern California Electric Company workers and with an orchestra of twenty-five employees of the Los Angeles Gas and Electric Corporation. The officers of the former company believe this work well worth while according to the testimony of the company's Assistant General Counsel. The same approval goes to a male quartet farther to the northwest, that of the Pacific Power and Light Company at Yakima, Washington.

### Thespians of the G. E.

At the various works of the General Electric Company a full use is made of music for recreational purposes. Such activities—not only musical but dramatic and social as well—are fostered at the Baltimore works by the General Electric Triangle Club which was organized in June, 1927. In February of that year, Herbert W. Hoover (note the middle initial) was appointed by the management as director of the annual minstrel show given by the employees. During the rehearsals, such good feeling was promoted among the young Thespians that they requested Mr. Hoover to make the necessary arrangements for what is now the Triangle Club. While awaiting the autumn weather for the start of its musical and dramatic activities, the club promoted a dance and a straw ride as its initial social affairs. These were so

successful that the group was able to buy a piano and other equipment. It also supplied entertainment features for three of the company banquets during the summer.

Due to the transferring to the Philadelphia plant of a great deal of the work formerly done at Baltimore, the Triangle Club limited its activities for the first half of 1928 to the staging of the most elaborate annual revue ever given by these employees.

One would logically expect an especially complete equipment for musical activities at the G. E.'s progressive plant in Schenectady. Its generous allotment as to pianos and phonographs is a heritage from the war period when special emphasis was placed upon the upbuilding of the employees' morale. The installation of these instruments in the different shops made it possible to have from eight to ten employee musical programs in operation once or twice a week in the various shops. We are informed by R. E. Rugen of the industrial service department that while these instruments are not now so much used, they occasionally provide noonday entertainment for the workers.

### Barrage by Loud Speakers

As mentioned on another page, the General Electric Band at this plant is heard not only by its immediate audience in the works but by several hundred additional employees, through the use of loud speakers. These have lately been increased to the number of ten, placed in the larger buildings. Through these loud speakers the band broadcasts from Station WGY its regular Wednesday noon concerts, besides sending out music during every other noontime of the week.

Many of the most picturesque musical organizations are those among the employees of the street railway companies. Not only are these groups made up of persons holding down widely varied jobs but they function in a rather pictorial way, due to the ease with which they can flit about along the lines of the company for outings or public appearances. For instance, it is characteristic of street railway companies that the employees' outings should have given rise to the successful band among the workers of the Connecticut Company at New Haven. It had for several years been the custom of that company to have these get-together parties for its workmen, with field or water sports as the principal enjoyment. Not only these meetings, however,

but indoor gatherings of the workers were lacking in the inspiration of music. It was the thought of I. A. May, the comptroller of the company, that there would be greater enjoyment if some sort of music could be furnished.

### "Do You Play An Instrument?"

Just before the spring outing of 1921, he therefore made a canvass of the employees to learn if there were any who had had experience in band playing. The result was the assembling of a band of about fifteen men for that outing. From this germ of an idea there sprang the present Connecticut Company Employees' Band, an ensemble of forty players, with a record for proficiency. Concerts are now given not only at the outings but at all the company parties. Sometimes the music is furnished by an orchestra made up of certain of the band members. All the players, by the way, own their own instruments.

Besides playing indoors for the company gatherings, the band plays summer concerts at Crystal Lake, Roton Point, Lake Quassapaug and Hallowe'en Park, the scenes of the company outings and, all but the last, parks controlled by the company.

As its conductor the band has Irving R. Stannard, who has not only had varied experience as a director, but is a skilled trombone soloist.

### Trainmen as Band Experts

Proof of the practicability of a band for the self-expression of electric railway employees is also provided by the experience of the Twin-City Rapid Transit Company at Minneapolis. As explained to us by F. A. Anderson, the social service director, this company at one time had orchestras in five of its stations and a band in the other one. For the reason that the orchestras gradually changed in personnel, it seemed wise to merge them into one band. There are now some forty trainmen in the Twin-City Lines Band under the direction of Norman Anderson. Not only do they provide concerts each year for the different stations but they play over the radio and sometimes take part in civic parades. Mr. Anderson also reported a male quartet of the employees in Minneapolis and one of those in St. Paul. These quartets have sung for the various service clubs when the Road has

put on programs at these clubs. They also furnish music at certain entertainments, particularly at Christmas time.

As before noted, there is an interlocking relation between the various musical groups of the Philadelphia Company at Pittsburgh and its subsidiaries, such as the Pittsburgh Railways Company. The band of this latter company, which is directed by Alois Hrabak, is a leader among these. As we were told by the manager of the company's Entertainment Bureau, the services of these groups are donated for civic and church engagements. The result is this: "By donating the services we get the goodwill of the people receiving the donation."

Vocal activities hold sway among the workers of the Cleveland Railway Company and the director of these is Charles D. Dawe, who also figures later in this chapter. As to the community singing, the oratorio group and the orchestra of this Ohio company, we are assured by John H. Cox, superintendent of its welfare division, that the music helps as to morale, health and education and that the workers are enthusiastically for it.

### We Point with Pride

With good reason is the United Railways Electric Company proud of the musical groups among its employees at Baltimore. One finds this pride exemplified in the way in which public attention has been called by the company to radio evenings presented by the Railways people. An instance of this treatment of these events is found in a handsome pamphlet issued in connection with a program broadcast by these organizations from Station WCAP in Washington. It contains not only a copy of the program introduced but attractive pictures of the male chorus, the ladies' chorus and the company's band. An even more elaborate pamphlet was devoted to the radio party conducted by the United Railways on the occasion of their twenty-fifth birthday, through Station WEAR of the Baltimore *News*. That booklet contained transcripts of the radio talks given by various of the officials and employees as well as reproductions of many of the "fan letters" received as the result of the broadcasting. A similar booklet was issued on the occasion of a program from Station WCAO on the sixty-fifth anniversary of the starting of horse cars in Baltimore.

It is characteristic of this company's attitude toward music that its president, C. D. Emmons, saw to it personally that we were provided with an account of the origin and success of its musical groups. As he pointed out, the oldest of these is the band, which dates back to 1919. This organization, under the direction of B. O. Belt, is in great demand not only for gatherings of the company but elsewhere. It is composed largely of men from the transportation department.

### Chorus from Car Crews

Mostly motormen and conductors make up the personnel of the male chorus, which was formed in 1923 under the direction of John Paul Tingle. This chorus rehearses at night and a member is reimbursed for the time that he loses from his run on account of the rehearsal. (The same conditions, incidentally, obtain with respect to the band.) The male chorus has met with great success not only over the air but at safety meetings and before various public bodies. Youngest of the organizations is the ladies' chorus which was banded together under Mr. Tingle in 1925. It is composed of employees in the general offices who rehearse after business hours on their own time, with the company providing the piano and the necessary music.

At the time of Mr. Emmons' report, a dance orchestra had just been organized among the employees of the bus department, functioning under the direction of H. S. Hale at group meetings and entertainments.

How the company looks upon these activities was stated by Mr. Emmons to us: "The management is pleased to encourage this endeavor, feeling that it makes for good fellowship among the personnel. A spirit of pride is also engendered among the members themselves, in representing their company before the public in concert, for which no charge is ever made."

A novelty in the street railway field is the Mandolin and Glee Club among the women workers of the New Orleans Public Service, Inc. The story of this sing-and-play club is narrated on another page.

### A Company Policy

Among the various component parts of the Bell Telephone System, there appears a rather unvarying attitude on the part of the associated

companies as to their relation to employee musical activities. This was stated for us by W. A. Griffin on behalf of E. K. Hall, vice-president of the System. Said Mr. Griffin: "Our policy with respect to musical activities is identical with that regarding other matters concerning recreation on the part of our employees. We do not presume to take the initiative in providing for such things at company expense but where there is a manifest desire on the part of the employees generally to participate in a worthwhile activity and the employees themselves are willing to undertake this activity, the company will frequently assist them in such ways as appear legitimate or practicable."

It was added by Mr. Griffin that a large number of the traffic rest rooms were equipped with a piano or phonograph, or possibly with both, particularly in the larger offices. In many instances the expense may have been borne wholly or in part by the employees. He further stated that a large number of orchestras, bands and glee clubs had been organized by the employees on their own initiative, and that in some of these cases permission had been given by the company for the use of the company premises, light and heat for rehearsals. In one or two instances, the company contributes to the defraying of expense by employing a director and an accompanist, in return for which the employees appear on their own time at meetings held to develop public relations.

### Voices with a Smile

A like attitude is exhibited by one of the associated companies, the Ohio Bell Telephone Company, as formulated by D. H. Morris, assistant to the president. "Where employees have desired," said he, "to form musical organizations through their own efforts, we have been inclined to encourage them and have permitted the use of rooms for the purpose. In Cleveland, which is our largest center and where we have a total of some 4,000 employees, there was formed several years ago a small male chorus. This chorus did such excellent work that we undertook to provide them with a competent director and arranged for the services of Charles D. Dawe, a local director who has an international reputation, having twice won a first prize at the International Eisteddfod in Wales. Our justification for the expense

incurred in this is the fact that this chorus has very frequently appeared at the company's request at various public gatherings connected with our public relations work. The chorus numbers some thirty or forty voices and does excellent work."

A more definite arrangement as to such musical efforts obtains with the workers of the Illinois Bell Telephone Company. Its recreational and athletic activities, so we have been informed by Homer W. Bang, assistant to the president, are governed by a committee made up of officials of the company. Each member of the committee is sponsor for one or more of the activities. The company does not start any such activities but will consider launching an activity if enough employees are interested and if the action meets with the approval of the committee. "The main object of our company," continued Mr. Bang, "is to furnish an opportunity for many of our employees to follow hobbies which they may have. There are many activities besides music which provide this opportunity."

### Where the Hours Conflict

In two different states are there musical activities observable in the program of the Pacific Telephone and Telegraph Company. Both a male octet and a women's glee club were reported by its Southern California Telephone Company at Los Angeles, while the branch in the state of Washington recorded a band of thirty-five enthusiastic members at Seattle and with an active schedule of appearances, which are upon the request of various organizations. One reason, by the way, why there are not even more musical groups among telephone workers was pointed out by G. R. Rutherford as Operating Results Supervisor of the former group, when he said: "Because of the nature of telephone work it is necessary for our employees to work at various hours, which makes it difficult to form organizations of this kind."

# CHAPTER IX

## AMONG THE BUSINESS OFFICES

Organization Morale Fostered Through Music in the Miniature City of a Life Insurance Headquarters—Chorus as a Natural Activity for Workers in the Banking Field—Pipe Organ as Music Center

MORE definitely knit together is the office morale in many of our business organizations as a result of the employees' music-making. For instance, in view of the logical relation of insurance companies to welfare, one is not surprised to find them fostering musical enterprises.

Among the companies with home offices in New York City, the Metropolitan Life stands out by reason of its various successful musical groups. The staff at those offices is a veritable community in itself, consisting of nearly 12,000 employees who have overflowed from the main building to adjacent ones. To complete the picture, let us record the fact that this institution, in order to lighten the New York City traffic burden, has adopted a "stagger system" of arrivals of its employees. Furthermore, the offices close at 4:30, for the same reason. This necessitates a shortened lunch period. Under these conditions, recreation for this huge family is a different matter from that in many an industrial establishment. The office recreation, to a great extent, must be supplemented by community recreation after hours in the individual home environment of the employee.

Irrespective of the above, a great deal is done by the Metropolitan, through athletics and music, to cement the family feeling among its workers. Its three musical groups constitute a total of 150 out of the 12,000 employees. That would seem to be an insufficient musical leaven in the mass were it not for a system of associate memberships which brings hundreds of other employees to hear the concerts in the company's handsome auditorium.

"ROBIN HOOD" FINDS JOLLY EXPONENTS HERE

A characteristic scene from De Koven operetta as presented by Baltimore Gas and Electric Association for its seventh annual production.

This company does more than take a pride in these musical groups —it takes a financial interest in them. This is especially true of the Metropolitan Band of fifty players, for which the company purchased the uniforms and some additional instruments, besides making an annual appropriation for the band's maintenance, which includes the salary of the director. The latter is George Briegel, who has to his credit a number of outstanding bands in the metropolis. Besides giving its financial support, the company also contributes each week for the rehearsals an hour of its time, to which the bandsmen add one hour of their own.

In the summer, when the two-hour rehearsals are no longer on the schedule, the band players volunteer as performers for inmates of hospitals and of other institutions. The group also pays a visit every year to the Metropolitan Life Sanatorium at Mt. McGregor. From the company's point of view, however, an important use of the band is that for publicity, through its appearances in parades and at civic events for which the company is asked to contribute the band's services. It also performs, as do the other music groups, at the annual conventions of the company, which are attended by its workers from the entire country.

### Proof of the Pudding

It was in connection with one of the band's out-of-town appearances that the present writer first made its acquaintance. This was for a reunion of the Class of 1915, Princeton University, the reunion committee of which had asked the writer to hear the band rehearsing some of the Princeton music, so as to ascertain whether it was giving these songs the proper Princeton interpretation. A sufficient answer to the question is the fact that the band made such a hit at the gathering that application was later made for its appearance at the 1930 reunion of the class.

A similar but more slight financial support goes from the company to its two choruses, the Metropolitan Life Glee Club of fifty men and the Metropolitan Life Choral Society of the same number of women. That assistance covers the salaries of the director and of the accompanist, who function for both. These are, respectively, Julius C. Zingg and Harry Oliver Hirt. Aside from these company appropria-

tions, the two choruses are "on their own", financially. The remaining funds come from the payment of dues by the members, who are drawn from the rank and file of the organization's employees. In the case of the male chorus, not only the associate members but the active singing members pay a fee of $2 per year. It is figured out that an associate member thus pays about thirty-three cents for each in his allotment of tickets for the season's two concerts. Besides these supporters, the Glee Club also has a few subscribing members who pay larger amounts. The dues for the women's chorus members are one-half the above sum. Each of the choruses has a well developed roster of officers for handling its affairs.

### Memorial to Former Conductor

Both of the singing groups do excellent choral work, as might have been expected from the high artistic standing of their conductor, Julius Zingg. The writer of this book first heard the men's chorus when it was under the baton of the late Dr. Ion Jackson, who preceded Mr. Zingg at the control of both groups. The male glee club, by the way, took part effectively in a memorial service to Dr. Jackson, held early in the Fall of 1928.

An interesting annual event for the glee club members is their trip for the purpose of cheering up their fellow employees who may be inmates of the company's sanatorium at Mt. McGregor. Besides taking part in a chapel service, the group gives an entertainment which is part concert and part minstrel show, and the members also sing for the shut-ins in the various buildings.

Another organization with headquarters in New York which formerly had a chorus is the New York Life Insurance Company which moved in November, 1928, to its new home on the site of the old Madison Square Garden. We were told a week or so later by C. Everett Judson, assistant secretary, that an unsuccessful attempt had been made rather recently to reorganize that chorus, which had been disbanded a few years before.

Another of the leaders in this field is the Maryland Casualty Company at Baltimore. Any one who has even driven by its handsome, quasi-suburban home offices can readily believe that this is a place where esthetics flourish. When we quizzed the company as to

this point, we were told: "Our home office buildings do tend to develop good morale and efficiency." This reply came from a fellow Princetonian, Harry A. Warner, the company's supervisor of publicity. This company, be it noted, is one of the few commercial organizations which can boast a pipe organ among their musical equipment. This instrument, an Austin, was included in the original plans for the club house used by the employees. Mr. Warner is under the impression that the idea of having the organ in that setting came from the company's late president, John T. Stone. The specifications for the organ were drawn up by H. S. Jefferson, the musical director of the company. Besides the large auditorium which houses the organ, the building also includes club rooms, a restaurant and cafeteria.

### Work for the Traffic Cops

This organ is the focal point for a series of Sunday recitals given each year from the first week in November to the first Sunday in May, which opens the National Music Week. The recitals are so popular that crowds are frequently turned away. It is necessary for the street railway to put on extra cars on such occasions, and special policemen are assigned to handle the automobile traffic. The attendance is for the most part that of the general public, although the employees turn out in good numbers when their own women's chorus takes part. "I may say," comments Mr. Warner, "that there is no doubt but that our Sunday recitals make for goodwill, but I rather believe that the fact that we had these facilities and could use them for the public benefit had more to do with our giving these concerts than the idea of their advertising value."

Although a different organist officiates each week at the recitals, a rather constant figure in the proceedings is J. Norris Hering, who is the official organist of the chorus and consequently plays at all the recitals in which it takes part.

### A Debut in Music Week

As already indicated, the Maryland Casualty Women's Chorus is, next to the organ, the backbone of this recital series. As an executive of the National Music Week Committee, this writer is pleased that the chorus sang for the first time in public in the festival opening the

Music Week of 1926. In the following season it appeared each month under the baton of Mr. Jefferson in a recital program, besides singing on various special occasions. One of the latter was at an annual birthday party of the company, held on the morning before Christmas. The chorus sang carols in the rotunda of the Administration Building, which was filled by the entire personnel.

In an account of the chorus' career, in one of the attractive printed programs, there is made the following statement, which may provide a hint for other industrial music groups: "It has been the desire of the musical director to use selections that could be easily learned, thereby making the rehearsals as interesting and enjoyable to the chorus members as the final presentations are to the audiences. In the majority of cases this has been accomplished by preparing special musical arrangements expressly for the chorus."

This director, Mr. Jefferson, is not a full-time worker for the company but has charge of the Sunday recitals in addition to conducting the chorus. Besides his being a musician, his past experience has given him a well rounded equipment for this entertainment work. Until some of the Baltimore movie houses were bought out by other interests, Mr. Jefferson was the manager of the Parkway Theatre and the music supervisor for the Whitehurst group, which controlled four of the city's theatres.

In addition to these musical accomplishments, the company has an orchestra which plays for employee dances and for the Marcasco Players. The latter is a dramatic group which now and then bursts forth into musical comedy, as it did when it presented "Down Barcelona Way" in May, 1927.

### A Woman as the Maestra

Once more is a chorus a major activity in the case of the Union Central Life Insurance Company at Cincinnati. Our news concerning it came from E. E. Hardcastle, the actuary of the company. He traced the origin of its choir of sixty-five voices to a group of men employed by the company who used to gather in a room above a music store and practice part-singing. This was brought to the attention of the company and the formation of a glee club for male voices was authorized. A conductor was engaged and the group

functioned as a male chorus for two years, after which women singers were admitted. Concerts were thereupon given at intervals for the employees of the company and their friends. The difficulty of obtaining regularity at rehearsals, however, brought the attendance to such a point that it was deemed desirable to discontinue the club.

About this time the suggestion was made, from outside sources to the company's president, that the club be reorganized. This was done, and the president authorized the employment of a conductor suggested by the municipality's director of community music. This engagement represented a comparative phenomenon among mixed choruses, that of one singing under a woman director. The club continued under her direction until she went to live in California. The present director, Prower Symons, well known in Cincinnati's musical life, was then engaged and has continued in charge for the six or seven years since that time. The chorus has in that period proved its mettle to such an extent that it was invited in 1926 to join with other choral bodies in singing Christmas carols at Fountain Square, an experience followed in the next year by its joining in a festival concert organized by the Cincinnati Fine Arts Association.

### Swelling an Opera Chorus

At the home office of the Penn Mutual Insurance Company at Philadelphia, a male chorus has prospered for many years, whereas an occasional formation of mixed choruses has not resulted in anything permanent. Having missed two years during the war disturbances, the glee club inaugurated in 1928 its thirteenth season. Its director from the beginning has been William P. Bentz, by whom it was organized. While the work of the club is primarily directed toward its two regular concerts each year, the singers have also done considerable outside work. For example, they have augmented the chorus of the Philadelphia Civic Opera Company for Wagnerian performances—this, as individuals and not as a club. The group has also done broadcasting and has sung for business organizations. One of the high spots was the club's singing at a convention of the Insurance Federation. It also gave a brief recital for the Hathaway Shakespeare Club of Philadelphia. The chorus is much interested in the work of the Associated Glee Clubs of America and Mr. Bentz has

been the chairman of the Philadelphia Council's program committee, while the secretary and treasurer of that division has been the club's president, Wallis Boileau, Jr., who is the chief clerk of the company.

The club began on October 2, 1928, its fall season and looked forward to an active year, including participation in a massed concert of the Philadelphia male choruses and possibly in the 1929 conclave of the Associated Clubs in New York.

### "'Way Down East"

Farther "down East"—at Springfield, to be specific—we find a women's glee club as a source of pride to the Massachusetts Mutual Life. We are assured by B. J. Perry, Vice-President, that the members of this glee club and of the orchestra feel that these activities "provide valuable training and create a fine spirit of good fellowship." Red-letter days for the glee club are those of its participation in a Christmas carol service at Springfield's handsome Municipal Auditorium and those of its singing over the radio. More than that, this group takes an active part, as does the orchestra, in company entertainments. The orchestra also provides the inspiration for a weekly noonday dance, which, says Mr. Perry, "adds greatly to the feeling of friendliness throughout the office."

### Where Insurance Reigns

In the home of so many insurance companies, Hartford, Connecticut, we find a considerable amount of musical activity among the workers, even if not exactly a marked boom in music-making. The Ætna Life uses a chorus on special occasions, as for its musical skits or annual musical show. The company has also recommended the organization of a band, which is still in the formative stage. There are certain orchestral groups functioning among the employees. All of the entertainment activities are sponsored by the Ætna Life Clubs of men and women. The company is in favor of such activities as is indicated by the fact that it makes provision in the club budget to share in the expenses of them. The general feeling among the workers is one of enthusiasm for such social recreation.

Another Hartford company, the Travelers, has had its own choral club of sixty under the direction of Dana S. Merriam, the musical

director of the company's Station WTIC. Besides its broadcasting, it also gives public concerts, particularly one of Christmas carols.

A frequent use of a piano and phonograph by the employees of the Phœnix Mutual Life is reported by that company, an earlier report from which had mentioned an orchestra which had played for them during the lunch hour in the cafeteria.

A heartening musical development within two years is recorded by the headquarters of the Connecticut Mutual Life. A temporary organization of a singing group was made in September, 1926, for the housewarming of the company's new home office building. There was also a musical extravaganza at the company's convention. Besides, not only a piano but a phonograph and a radio were provided for the workers.

### An O. K. from This Company

Two years later, a second report indicated the existence of the Connecticut Mutual Choral Club of eighty voices under Benjamin W. Loveland, the company's Supervisor of Claims. That group had in preparation in December, 1928, a popular comic opera. Mr. Loveland added the fact that at times there was an orchestral group which played during the noon hour, and that musical comedies had been given with great success. The opinion of the company as to the music, says Mr. Loveland, is that "it contributes to the pleasure, morale and esprit de corps of the employees." Furthermore, the world in general hears of these activities through accounts in the local press and in the company's field magazine.

A difference of about a year's time in two reports from the Connecticut General Life did not affect appreciably its status as to music. We were told late in 1927 that there were a piano and phonograph in the employees' club and that once a year there was a show which was much enjoyed. A year later we were informed by George A. Drieu, the assistant secretary, that the piano and victrola in the recreation rooms were especially used during the evenings. He added that an attempt had lately been made to organize an orchestra among the office force but that it had failed.

Another company with a New England headquarters, the John Hancock Mutual Life at Boston, reported an orchestra as appearing

at different times in public and also a double quartet, not forgetting a mixed chorus which had been active in singing carols at Christmas.

### Rests Without Music

Five-minute rest periods are set apart twice daily for the employees of the Prudential Insurance Company at its home office in Newark. Those periods, however, do not include music and we have been told by William Van Nalts, the assistant secretary, that the company would not favor such a plan. The employees do have singing occasionally at the lunch-hour entertainments at which different forms of musical talent and motion pictures are shown. This singing, as well as a mixed chorus and an orchestra, has been under the direction of F. H. Yeomans. One item, by the way, in this company's welfare service is similar to a practice of the Metropolitan Life—the employees are provided with luncheon without cost.

At another Newark home office, that of the Mutual Benefit Life, there are not only a variety of musical activities but a sterling equipment as to instruments. This is headed by a three-manual Skinner organ which has been installed in the company's auditorium, seating one thousand. Here there are organ recitals almost weekly by James Phillipson, who, when he is not active on his musical duties, is in his regular capacity with the Renewal Department. To return to the equipment, this also includes one grand piano, besides an upright in the gymnasium.

### They Write Their Own Opera

Much of the musical recreation is under the auspices of the Pelican Club, an association of the employees. The activities include caroling on the day before Christmas, the Mutual Benefit Life Glee Club, under the direction of Mr. Phillipson, and an orchestra which cooperates in the occasional theatrical entertainments. The latter have included not only a minstrel show but a vaudeville, such as that given with fifty participants on December 4, 1928. An even more exciting venture reported at that time was the formation of an opera company to present an opera both written and staged by the employees.

A wide geographical span brings us to the home office of another

THESE "G.E." WORKERS OFFER WEEKLY NOON CONCERTS

Wednesday programs by above electric employees have enlivened recess periods at Schenectady plant.

company, that of the Pan-American Life, which is at New Orleans and which reported a band, under the direction of William J. Braun.

### A Trust Company's Chorus

Akin to the insurance companies as to the place of music in the recreation program are some of the large banking houses. For instance, we find the Guaranty Trust Company of New York with its chorus of one hundred members under the direction of George H. Gartlan who, in his regular capacity, is the director of New York's public school music. We are told by James L. O'Neill, the company's vice-president, that the chorus is an important link in promoting the morale of the staff. Furthermore, Mr. O'Neill says, with regard to the group's five appearances each year at charitable institutions: "No direct effort is made to use our Choral Society for advertising purposes, but its public appearances are selected with a view to assuring that any attendant publicity will be desirable and helpful."

A Middle Western institution, the Fidelity National Bank and Trust Company at Kansas City, Missouri, has made community singing a rallying point for its series of rest periods. Our account of that enterprise comes from W. R. Snodgrass, manager of the company's Service Department, who relates that community singing has been a part of the office social life for some thirteen years. Said Mr. Snodgrass:

"My recollection of this work and of its beginning is that some one (I don't remember whether myself or some one else) thought it would be a good idea to sing a little while in the morning once or twice a week. So I gathered the people together in one of our large rooms and they sang. These meetings were not merely for singing, for we would alternate with the singing various stunts calculated to make the members of the organization better acquainted with one another, and also talks by people from the outside.

### Makes the Day Brighter

"In an organization of 250 people I presume that it would be very difficult to find any one thing that they all would agree upon. This is true of the morning sings, but we feel that even if we only have sixty-five, which is the minimum attendance, the spirit of song will

pass around and make the day brighter and make things a little easier for the organization as a whole. When 150 or more attend, of course, the effect is just that much greater. In an organization of this kind with heavy mail in the mornings and with heavy clerical duties in the bookkeeping departments, it is too much to expect everybody to come and we do not in any way insist upon attendance. I, personally, feel that the proper way is to provide the opportunity and those who wish to and will come will receive the benefit, and the others indirectly."

### Banking on the Goodwill

A male quartet which sang for the organization's parties has been succeeded in the last three years by a double quartet of mixed voices. This sings upon invitation at the annual Christmas party of the Chamber of Commerce and at the annual party of the Real Estate Board. It also appears at miscellaneous times before the various men's service clubs. "This is not done in the name of advertising," says Mr. Snodgrass, "but we feel that the goodwill it engenders for our bank is worth all of the cost and effort." The musical life of the organization also finds expression in an augmented chorus built around the octet and in a musical program at the Annual Frolic.

# CHAPTER X

## THEIR PERSONNEL A MOSAIC

These Musical Groups Are of a Composite Make-Up, with Representatives from Various Firms—Not Only Choruses but Bands Lend Themselves to This Scheme of Membership—From Motor Center to Wall Street

IT is natural that the American propensity toward an interlocking relation in business should find expression frequently in musical groups that are made up not of the employees of one organization but of workers of allied industries in one community. Possibly there is some hidden meaning to the fact that chorus work seems to make the greatest appeal to such composite groups. Probably, however, the abundance of these glee clubs is due, first, to the fact that singing is the most natural form of musical participation to humans in general, and, second, to the rather modest physical equipment required for glee club rehearsals. Whatever the reason, we find some examples of such choral mergers that have been especially durable in their persistent success.

One of the most interesting stories of such merging is that of the Industrial Mutual Association Glee Club of Flint, Michigan. This narrative was told to us by an old friend of War Camp Community Service days, W. W. Norton, who is the executive of the Community Music Association in that automotive stronghold. In the fall of 1921, so Mr. Norton recalled, several men in the employ of the Buick Motor Company expressed a desire to organize a male chorus. Virtually all the employees of that organization belonged to the Buick Athletic Association, and yet not all participated actively in athletics. Those men who were musically inclined wished to devote their exercise to vocal training. The official in charge of recreation was immediately "sold" on the idea of the organization of a male chorus. He realized, however, that the initiative should come from the men rather than

from the company. For that reason, he went from factory unit to unit, checking up men who might be interested in such chorus work. When after six months it was found that there was a sincere desire for the chorus, application cards were issued and were signed by about 100 men.

### Originally a Buick Model

At this point the services of Mr. Norton as community music organizer were secured to test the voices and to conduct the organization, as a volunteer, until the men voted to make it permanent. Forty voices were selected, so as to preserve the necessary balance of parts. These men became so enthused at the first rehearsal that they elected officers and started to work on a constitution. The keynote of the latter was the principle that the club was organized purely for recreation and that there was never to be a charge for its services. Every member had to be a bona fide Buick employee. The company, through the athletic association, furnished a nominal sum for music and a place for rehearsals.

Through the first year Mr. Norton continued as conductor but later, in order that his services might be available to other factories for similar groups, he urged the chorus to secure a permanent leader, whereupon Mr. Gray was secured. During this stage of developing interest at the Chevrolet and other factories, it was decided by the Buick group that a better chorus and a larger service might be made possible if the chorus could be taken under the wing of the recreation department of the Industrial Mutual Association. This would make the workers of virtually all the factories eligible to the chorus membership. This Industrial Mutual Association, by the way, is an organization both of employees and employers from Flint's various industries. Its operations occupy six stories of the largest bank building in Flint, and its recreation department sponsors every form of wholesome recreation.

This process of adoption, carried through in 1923, transformed the Buick group into the I. M. A. Glee Club. It opened its membership to all factory workers who were members of the I. M. A. The dues for the latter, fifteen cents a week, entitle one to participation in every activity.

At about this point, the glee club's director left the city and, as its activities had become city-wide, the conductorship was again entrusted to Mr. Norton, who has been in charge ever since.

These Flint choristers go through a rigorous training. If an applicant's individual voice try-out is satisfactory, he is given an opportunity in three rehearsals to prove that he can sing a part. Those who show an aptitude are given permanent membership but this is conditioned upon regular attendance at rehearsals. Three consecutive unexcused absences would automatically eliminate the member. Furthermore, the men are given an opportunity to study the best music written for male voices, and, as Mr. Norton reports, they always prefer the most worthwhile numbers. Besides their ensemble practice, the men are given voice work in groups, which helps them to develop correct tone production.

### Taking the Vocal Jumps

It did not take long for this club to win laurels far from its home station. For instance, it appeared in 1926 at Detroit before the Music Supervisors' National Conference, and made a favorable impression. Later in that year, the club was invited by the Associated Glee Clubs of America to sing in their mass concert at the Sesquicentennial in Philadelphia. The finances for this trip of thirty men—mark this—were supplied by the I. M. A. itself. After singing with the big choir of 2,200 voices, the men from Flint returned home so inflamed with enthusiasm that they organized the Michigan Council of the Associated Glee Clubs and joined with other Michigan clubs in a May concert.

There is no problem as to a safe and sane Saturday night for these factory workers because they devote that evening to their rehearsals. These are held in an attractive room at the I. M. A., where every facility is provided for the comfort of the singers.

### Banquet as Birthplace

Farther east, there is a similar joint glee club in the form of the Manufacturers' Chorus at Bridgeport, Connecticut. For our account of its history we are indebted to E. P. Dodge, Jr., the employment manager of Harvey Hubbell, Inc. Mr. Dodge painted for us this picture of the chorus' start: "At a banquet of manufacturers in 1909,

a group of songful fellows were harmonizing (this was before prohibition) and as they were mostly choir singers, the music sounded so good that an idea popped up. It was that they organize a regular chorus for the mutual pleasure of themselves and the public. The idea was made practical when George S. Hadley offered to conduct them. This group of singers is representative of various manufacturing concerns and not of any particular company, nor were they organized for the mutual benefit or social welfare of any one concern. Be that as it may, the idea has borne fruit and the chorus has become well known in the East through its appearances before such groups as the National Association of Manufacturers."

Incidentally, not only the accompanist of the chorus, Mr. Dodge, but its conductor, Mr. Hadley, are connected with Harvey Hubbell, Inc.

As to the chorus' effect on the community life, Mr. Dodge added that it sings in the churches, wherefore it is favorably known throughout the city. This the manufacturers consider an asset in the stabilizing of employment. From his position as a director of welfare activities, Mr. Dodge emphasizes the following statement: "It is a valuable asset to any city to have in a community of 150,000, a group of employees or executives of this kind who are willing to give all their talents for the benefit of the public at large."

### Fifty Years Young

One of New York City's veteran examples of such a chorus celebrated in 1928 its golden jubilee. This is the New York Banks' Glee Club. In connection with that celebration, the chairman of the club's committee on its history, G. Howard Wise, prepared for us a brief account of the chorus' career. It resembles somewhat the Bridgeport narrative, for Mr. Wise says:

"One morning, more than fifty years ago, some youthful clerks in one of the New York banks were tuning up for their day's work by practicing 'close harmony' not far from the office of the president, and they were thrown into confusion and an eager rush for their desks upon hearing the door open and perceiving his august presence upon the threshold. Their trepidation increased when he requested the offenders to come forward, and to their surprise suggested that

they organize a little singing club, at the same time offering to pay such incidental expenses as might arise. This suggestion was adopted, and for several years this small group continued its singing but was unable to launch a large organization.

"About this time members of the Bank Clerks' Mutual Benefit Association, who were striving to develop and strengthen fraternal relations among its members, found themselves under great expense in providing music for their various meetings. Knowing that among the membership of the association there were many men possessing musical ability, and counting on the little band already organized, the association made an effort to bring the two groups together."

### A High Range of Notes

This was done in 1872 through a circular letter from J. C. Parsons, the president of the association. Few responded, however, and the matter was allowed to rest. Six years afterward, Fernando Baltes aroused fresh interest among his friends and it was decided again to take action. A letter to the sub-treasurer of the various banks invited all who were interested in the matter to attend a meeting at the New York Clearing House. That meeting was so well attended that it was decided to form a musical society, and each bank was asked to notify the committee as to its employees who would be willing to join the chorus. The latter started with twenty-seven members and Mr. Grant of the Irving Bank volunteered to drill them. On the next morning the following notice appeared in one of the papers:

> New York Bank Clerks are organizing a Musical Society, and no one has a better right to do so, for their range of notes exceeds that of any other body of persons outside of the Treasury Department.

At the start, this chorus was known as the Bank Clerks' Musical Association. It made its first appearance at the eleventh anniversary of the organization by which it had been sponsored. The energizing Mr. Baltes was elected president and Mr. Wilkinson became the conductor. Since that time, as Mr. Wise points out, the club has had the good fortune to secure conductors of high standing in their profession. The list includes Carl Bergstein, W. R. Chapman, Richard Henry Warren, H. R. Humphries, G. Dinelli and its present director, Bruno Huhn.

It was in 1917 that the organization was incorporated as the New York Banks' Glee Club. The present writer's recollections of the club go back to the years before the death of Mr. Humphries, that acquaintance being in the rôle of a concert reviewer for "Musical America". Later there was a more intimate contact through a joint interest in the Associated Glee Clubs and friendly relations with Bruno Huhn.

### Some Wall Street Magic

A younger male chorus of the Wall Street section and one with a vitalizing energy is the Downtown Glee Club, which began in the fall of 1928 its third season. This group is built largely around the personality and the abilities of Channing Lefebvre, who functions musically in the same locality as organist of historic old Trinity Church. The nucleus was little more than a quartet of men in business downtown. The genial Channing knew of various songfully inclined men in the neighborhood, as did the few fellow conspirators, and they spread the word in such offices as those of the American Tel. and Tel., the Western Electric, the banks and in the printed programs of Lefebvre's noonday organ recitals. With characteristic Wall Street magic, this musical "issue" was floated quickly, so much so that the chorus now has 150 singing members, besides the 400 associates who support it financially. The director, of course, is Mr. Lefebvre. His rehearsals are held weekly at 5:30, and the scene of the two concerts each year is uptown at Carnegie Hall.

On the other side of the continent—at San Francisco—is another chorus of business men, the Glee Club of the city's Real Estate Board, founded by that sweet singer, Richard Jose. Its director is Eugene Blanchard. It has its counterparts to a greater or less degree in male choruses representing some definite body of business men, such as those of the local Chambers of Commerce.

There are, however, other groups than glee clubs to be found organized on this composite basis. For example, there is one Rocky Mountain band which, having first represented one mining company, is now made up of employees of several corporations. A most picturesque career has been experienced by this Butte Mines Band of Montana, which is one of the veterans in the industrial field.

DOUBLY MUSIC-MAKERS ARE THESE PIANO MANUFACTURERS

A Christmas celebration the occasion for this flashlight of the Musical Society of Steinway & Sons factory employees, directed by Richard Eckner.

Back in 1887, the Boston & Montana Copper Manufacturing Company was beginning to develop its mines in the village of Meaderville, two miles northeast of Butte. Naturally, the possibilities for entertainment in the village were limited, wherefore the workmen would often visit the city and not infrequently would celebrate there. Following pay day, many of them failed to return to the job for several days. It was because of these conditions that on December 22 of that year, the Boston and Montana Band was organized by Sam H. Treloar with the assistance of Captain Thomas Crouch, general manager of that mining company, of which each member of the band was an employee.

### Musical Hikers from Butte

At first the band consisted of only six players but within a year they numbered eighteen. Moreover, their rehearsals provided entertainment and education for the entire population, so much so that when the temporary headquarters became inadequate to accommodate the citizens, a new band hall was built through the efforts of the band. The townspeople there enjoyed not only the music but the explanatory talks given by Bandmaster Treloar. This led to their interesting various persons in Butte, who came over occasionally to hear the band rehearsals. As there were no street cars, this meant four miles of walking for these musical enthusiasts.

### Hitting the Convention Trail

Meanwhile, the band gradually increased in numbers until in 1889 it had twenty-three members. The men were given employment during the day only, which left them free to attend rehearsals on three nights of each week. Three years later the band was incorporated, and in 1896 it made its first trip eastward for an appearance with the Democrats of Montana at the National Convention in Chicago. The players were also heard at the convention of that party four years later in Kansas City. They made still other trips with the Elks of their state, winning the first prizes in the band competitions at the National Conventions of that order in 1902, 1906 and 1909. They also accom-

panied the Shriners and Rotarians of Montana to the national meetings of their respective organizations where they established their position as an outstanding band.

### Band Improves with Age

This industrial band now numbers some thirty-six members and, as its director reports, it "improves with age". Many of the members are employed by the several mining companies of the district and others by the Montana Power Company and the Mountaineer Welding & Supply Co. The mining corporations subscribe annually toward the support of the band, not only by furnishing positions to the members but by paying the bandmaster's salary and by making it possible for the band to fill its engagements irrespective of the time or place.

# CHAPTER XI

## HERE'S HOW

To Organize and Carry on Those Specific Activities that the Previous Chapters Have Shown To Be Suitable for Your Industry—Getting down to the "Brass Tacks" of Practical Operation—Hints as to Equipment, Direction and What Not

NOW that you have glimpsed some of the high spots of industrial music, let us assume that you are in the position of a personnel manager, employee association president or service worker in a plant where musical activities have not yet been introduced. Let us further assume that the mass of evidence elsewhere in this book has convinced you that some such activities would be valuable adjuncts to your own plant. The next thought is as to which of the enumerated activities are suitable for that plant, followed by one as to how they shall be started. The first question can be answered in part by a study of the various classifications of industry in this book and the forms of music-making which seem to have the greatest lure in your particular industry. You may then select the most likely activities and check them up by the following two tests:

Are these activities of a kind for which the workers in that establishment would have a liking and an aptitude?

Are there among the company's personnel, or at least in the community or nearby, persons who are qualified to be the leaders or instructors of those specific groups?

If the given activities pass muster as to the above tests, the next move is to bring things about so that the employees who are interested will take the initiative toward the introduction of whatever activities they may particularly desire. Possibly this may be done through the

method of the Gilchrist store in Boston. There the music committee of the employees' association suggests various activities, which are given publicity in the house organ. Wherever the response is sufficient, the committee goes ahead in the matter of organization.

Whatever be the system of gauging the employee response, the important point is that the welfare worker shall not attempt to go ahead without a sufficient degree of such response (even though the latter may have been evoked by a certain amount of preparatory ballyhoo). It is important to remember that no amount of talking about the attractiveness of an activity is as compelling as an actual demonstration. For instance, if an employee group has enjoyed a bit of community singing as an incident in some general program, it is much more likely to adopt the community sings as a regular feature than if some spellbinder had harangued it on the joys of singing together. Unfortunately, not all forms of music participation can be thus demonstrated without advance preparation, but an impulse toward emulation may come from hearing a band or a glee club of a neighboring industry—the unspoken message of the latter being "Go thou and do likewise."

### Genesis in Special Occasions

If there is one common experience, however, that runs through the foregoing "high spots", it is that with so many of these industrial groups the permanent musical activity has sprung out of some special occasion. In other words, it has generally not been the case that, say, some enthusiast for orchestral playing has sent out of a clear sky the call: "Let us form an orchestra." Instead, the players are more likely to have banded themselves together quite casually to provide music for some banquet or entertainment. The resultant motive power enables them to leap the first hurdle in the formation of any musical group—that of overcoming the initial timidity as to a new venture. With this in mind, the skillful service worker may well use such a special occasion not merely for itself alone but as a temporary objective out of which may grow a permanent organization.

No better temporary objective may be suggested than that of the participation of an employee group in the National Music Week, which always begins on the first Sunday in May. In fact, it is precisely to

that particular stimulus that several of the activities chronicled in this book owe their origin. When once in the harness as a participant in the Music Week and having felt some slight glow of achievement, such an employee group has determined to continue operations as a permanent fixture in the plant's recreational scheme.

While the suggestions in this book can not take the place of the service executive's analysis of the situation in his particular plant, we can at least give him hints as to how any particular activity may be set into motion. Quantitatively, as we see it in the reports herein, the band is by far in the lead as the favorite institution. We may therefore start this section with directions for organizing a band.

## I. "Let's Have a Band"

What are the preliminary essentials in launching a band? They are, first of all, a musician who is capable of directing the young band and of teaching the playing of at least some of the instruments, and, next, the funds for providing the instruments themselves. In the case of an industrial plant, the second of the two essentials scarcely presents a problem for, unlike many a budding band, the industrial band does know where to look for the means to finance this first operation. At least it should know, if the plant officials have common sense enough to help their employees provide themselves with a revivifying form of recreation.

The question of the leader, however, is a more serious one. It is not even settled perfectly by the fact that there is in the plant or in the neighborhood an experienced band musician with some gift for directing and for instrumental teaching as well. Such qualifications might suffice with a band which was under orders; they are not adequate to the situation where there is a band solely of volunteers. There the personality of the leader is only less important than his training as an instrumentalist. The men will work for him if they like him and if he makes the rehearsals interesting. If not, this may become another of the industrial music efforts which die a-borning because the stage was not properly set.

Where can the right sort of bandmaster be found? If he is not already in the plant's personnel—and that is asking a good bit—inquiries might be made of the local Union of the American Federation

of Musicians. Some one of the professional bandsmen in that body may be just the man. Perhaps an instructor of instrumental music in the schools may fill the bill, for he is used to handling inexperienced players. Failing these sources of leadership, the search might be extended to a nearby city. Possibly there are one or more industries in the vicinity which would be glad to pool a *pro rata* support of an expert band instructor. In that case, he could operate somewhat as does W. E. Thomasson along the "Katy" Railroad. Or, if the city is large enough, some outside bandmaster of good standing may be attracted there with the vision of founding a high-class industrial band, just as Frank Simon was drawn to Middletown, Ohio.

### An Investment in Man Power

Should none of these be a solution to the problem, the answer may be a period of waiting, during which some likely candidate for the bandmastership may be trained for the position. There is no reason why a far-seeing employer should not give one of his musically talented employees a sufficient leave of absence on salary for the latter to perfect himself in the training and conducting of band players. If the young man is of the requisite character, such training should be a good investment for the firm, as it would thus have a well equipped bandmaster who, it was sure, would get along well with his fellow bandsmen. This training can be secured in a number of institutions, as at the summer schools of certain universities. Suggestions as to suitable schools may be obtained from the National Bureau for the Advancement of Music, 45 West 45th Street, New York City, as may other information regarding the formation and administration of a band.

Even if it should be impracticable to provide such training (either elsewhere or at home) for the partially equipped bandmaster, there are methods of self-training which he may utilize to some advantage. There are several books on instrumental training into which the young bandmaster may burrow with profit, provided that he has the knack of self-acquirement of knowledge. While these books were mostly written for public school work, their practical suggestions are universal in application. Among the leading ones are "School Orchestras and Bands", by Glenn H. Woods; "Essentials of Conduct-

ing", by Karl W. Gehrkens; "Technique of the Baton", by Albert Stoessel, and "Training the Wind Band", by Arthur A. Clappe.

In addition to the above, our future director may glean some useful hints from the pamphlet, "School Bands—How They May Be Developed", by Joseph E. Maddy, to be obtained without charge from the National Bureau for the Advancement of Music.

### Sounding the Call

While one should not be dogmatic about the matter, it is safe to say that not until a suitable bandmaster has been engaged should definite steps be taken toward actually forming the band. Of course, all such action will have been preceded by an inquiry as to whether a band is desired among the workers. All these precautions having been taken, the next move is to issue the actual call for candidates for the band. This may be done through an article in the house organ, a bulletin to department heads, a poster on the bulletin board or any other convenient medium. This inquiry should include a question as to which of the workers already play a band instrument and another as to those who desire to learn to play and what is the instrument of their choice. This will give an inkling as to what instrumentation is possible with the talent available. Where there is a deficiency as to a certain necessary instrument, possibly one of the candidates of especially musical instincts may be convinced that through that instrument lies the opportunity for him to make himself a fixture in the band. A question as to which of the players already own their instruments is also in order.

### Cheap Instruments a Handicap

This inventory as to talent and equipment may be the basis upon which the order for the necessary instruments may be drawn up. In the purchase of these, should there be no local dealer from whom the instruments may conveniently be ordered, those in charge may obtain from the National Bureau for the Advancement of Music information as to reputable manufacturers of band instruments with whom they can deal direct and who will furnish the required figures as to terms.

It is important that a fine type of instrument be used by the band from the very start if possible. A cheap instrument is likely to

discourage the novice in that the mastering of it is often so difficult for an inexperienced player. It is self-evident that, sooner or later, the bandsmen will refuse to be content with anything less than the best instruments. They will have learned from their own experience and from contact with other bands that the more perfect the instruments, the better the tone of the band and the facility of the players. Inasmuch as this desire for better instruments will eventually be felt, the organizers of the band may well ask themselves at the start, "Why not now?"

As before intimated, the wise employer will meet his employees at least half way with regard to financing a proper equipment as to instruments. Even should he not do so, the players ought to be able to count somewhat upon the good will of the community, at least where the plant and the surrounding residential districts are linked with a neighborly feeling. In those communities where there is a community spirit with regard to the plant, the funds for the band may be raised by an athletic event, a tag day, the buying out of some motion picture house for a benefit performance or the presentation of a minstrel show or some other entertainment.

Expert advisers insist upon the wisdom of laying at the very start the foundation for the necessary balance in the band instrumentation by setting a standard as to the right number and the kind of players desired. That is considered more practical in the long run than merely taking all the players available and getting as good a balance as possible at once. Without such balance, the band will be somewhat limited as to the types of music which it can play.

### An "Oom Pah" Rhapsody

A personal recollection of the extremes to which a lack of balance may go is that of a boys' band contest in New York City, in which one of the bands was playing selections from "Faust". In one movement the instruments to which the melody was given in the score were evidently lacking in the band's instrumentation. The band, nevertheless, went blithely on with nothing but the "oom-pah-pah" of the accompaniment. Of course, that was a situation that showed up the director. If he were to play the piece at all, he should have "cued in" that particular melody in the parts of some other instruments.

BLOW THESE PIPERS: "THE KILTIES ARE COMIN' "

Numerous Scotsmen are in employ of the Fisher Body Company at Cleveland, wherefore the formation of this bagpipe band.

However, had the instrumentation been complete, he would have been under no handicap.

This anecdote illustrates the need for starting a band with a definite standard as to instrumentation and for working up from one alignment of instruments to another as the band progresses and as the players of new instruments are recruited. A good instrumentation for a start is the following for a well balanced band of twenty-nine players:

1 piccolo
8 B flat clarinets
5 saxophones
5 cornets or trumpets (depending upon local conditions as to how many of each)
2 French horns (or mellophones)
1 baritone
2 trombones
2 tubas
3 drummers

From the above simple array of instruments the band may develop gradually through successively larger ensembles, in accordance with a standard as to instrumental balance, as stressed above. The other end of the trail toward band perfection is represented by an effective instrumentation for a high-class military or symphonic band. One example of such instrumentation is the following for a total of seventy-two or more players:

5 flutes (interchangeable with piccolo)
2 E flat clarinets
24 or more B flat clarinets
2 or more alto clarinets
2 bass clarinets
2 oboes (one doubling English horn)
2 bassoons
5 or 10 or 15 saxophones. (If a large saxophone section were desired for an 80-piece band, the ideal division of a section of 15 would be that into 3 soprano, 3 alto, 3 tenor, 3 baritone and 3 bass. Scaling the section down to 10 players, there would be 2 each of the above five instruments. If bass saxophone players were scarce, the section of 15 could be cut down to 14 with 2 of the bass sax and that of 10 to 9 with 1 bass sax.)
4 B flat cornets
4 B flat trumpets (The relative proportion of cornets and trumpets may possibly be determined by the number of these respective instruments which will be available and by the question as to whether the more soft or the more brilliant tone is desired.)
4 or 8 French horns
4 or 6 trombones
2 or 4 baritones
2 E flat tubas
4 or 5 BB flat tubas
timpani
3 drummers

Assuming that the director has been chosen and the instruments bought, the next thought is as to the music to be used at the start. If the conductor has had past experience on the job, he may possibly have a library containing suitable material for the warming-up exercises. In any event, those in charge of the band may find a friend, as in so many cases, in one of the pamphlets of the National Bureau for the Advancement of Music—this time, "A Survey of Music Material for Bands". A list of folios of music for putting the band through its first paces is found therein, graded as to difficulty. This bibliography of material for the young band includes simple marches, concert pieces, waltzes and other numbers for the beginning band, besides running all the way up to the most ambitious numbers of a true concert band. In addition to the material there listed, one might mention the following newer publications: For beginners—"Chenette Band Book" and "Vandercook Band Book"; elementary—"F. E. Nowell Band Book" and "Master Series for Young Bands"; advanced —Carl Fischer's "Symphonic Band Folio"; also Ditson's "School and Community Band Course".

A proper rehearsal room is the next requisite. This can generally be provided readily somewhere about the company's property or in an adjacent building. The essentials of sufficient light and good ventilation are, of course, paramount. It is also well to have facilities in the rehearsal room for storing the music and the other equipment.

### 'Tis Time for Election

By this time the band may have reached the stage where a choice of officers, in addition to the director, may seem timely. These should be few. Some industrial bands have a manager, especially if they are in the habit of taking trips to nearby towns. Should the set-up of the band organization be as elaborate as that of the Armco Band, the manager's duties will be extensive and on full time. For most of the bands, however, the management will be a comparatively simple affair. There may also be an assistant director (if the right man is available) who is to be ready to take the place of the director in an emergency. Another officer may be the librarian, who may combine the duties of that office with some of those of the property man in the theater. If it is thought necessary, have a constitution and by-laws. A copy of a

suggested constitution may be obtained from the National Bureau for the Advancement of Music.

Now that our band is financed, equipped and officered, there remain various important matters such as making the work constantly interesting to the players and causing the band to have an inspiring influence upon the entire recreational life of the men. The former can be accomplished, to a great extent, by maintaining a great variety in the band's programs and activities. Naturally, the prospect of an interesting trip gives a "kick" to the doings of any entertainment group. These may be arranged as often as seems advisable and as the men can be spared. The effects of these trips, not only upon the players but upon the public goodwill toward the company, are too often recorded in these pages to need reiteration here.

### We Present a Soloist

Another means of injecting variety into the dull routine of rehearsals is the development of soloists from the band's ranks whenever sufficiently talented players emerge. For the presentation of some such solos with band accompaniment, the necessary music is classified in the aforementioned "A Survey of Music Material for Bands". Not only these instrumentalists but an outside vocalist may sometimes be brought forward.

A less customary but highly effective use of the band as an accompanist is for community singing. This innovation is especially to be recommended because it can bring in virtually the entire personnel of the establishment as active participants in the music. This is particularly practicable for an industrial band when it plays in an outdoor setting, where the acoustics will enable the leader to subordinate the band tone to the volume of the singing. For the necessary parts for band accompaniment to the familiar songs, the director may draw upon a number of editions. For instance, there are the "Birchard Band Book" of C. C. Birchard & Company and the band edition of the "Golden Book of Favorite Songs", issued by the Hall & McCreary Company. These contain arrangements, in suitable keys for singing, of many of the numbers found in the various community song books. Another folio, which includes a number of the national airs of the different countries, is the Carl Fischer "Leader's Delight".

Band arrangements of the better type of current popular songs, such as are suitable for group singing, are to be obtained from the respective publishers of those songs.

It is not sufficient, however, merely to provide the band with music for the songs, for the audience must have the words before them in some way. One method is to provide word sheets of "Community Songs" such as those issued from the New York headquarters of both the Y. M. C. A. and the Playground and Recreation Association of America. When the open-air band concert is at night, the word sheets may be dispensed with in favor of the projection of the texts upon a screen by a stereopticon—that is, provided that the screen may be rigged up at the side of the band stand and in full view of all the audience. Lantern slides containing the texts of various familiar songs are obtainable from several companies. Other firms issue slides containing both the words and melodies of the songs. Information concerning all of these is forthcoming from the National Bureau for the Advancement of Music. Mica slides of the choruses of the worthwhile new popular songs may generally be obtained without charge from the publishers of those songs.

### It Is Not Automatic

One warning about this singing with slides: It is generally not sufficient merely to have the band play the music with the expectation that the group will thereupon sing. It is well to have a special leader for the singing, who should stand just at the edge of the light as projected upon the screen.

These diversions for the band may be supplemented by a still more enlivening experience, that of playing for the radio. The extent to which this can be carried for cultural benefit and public goodwill is exemplified by the series of concerts broadcast by the Remington Band at Ilion, New York.

Most of all, however, the band should be utilized for the delectation of the plant employees themselves. When the establishment is so spread out as to make impossible a hearing of the band at any one time by more than a slender proportion of the men, it is well to utilize a chain of loud speakers such as are in vogue in several plants and are described somewhat in detail elsewhere.

Scarcely any band activity will be more exhilarating to the men than a rubbing of shoulders with fellow bandsmen in their own or allied industries. Instances of such confraternity are those of the association of the bands of the Standard Oil Company of New Jersey and, particularly, of the prize competitions between the Union Pacific's many bands. Along with these joint enterprises goes the participation of the band in outings and other affairs of different units of one company, such as is the habit with the trolleymen of the Connecticut Company and with countless other concerns.

## II. "All Right—An Orchestra!"

An industrial organization which can boast a fine band is also likely to have the material for an orchestra of one type or another. This is true particularly for the reason that many instruments are interchangeable between band and orchestra and, furthermore, that many a man musically talented frequently masters not only a wind instrument but one of the strings. In numerous industries, moreover, the orchestra has precedence over the band, particularly where the inclinations of the men and the local conditions are propitious for the development of a string-and-wind ensemble. We find a case in point in the Orchestra of Employees of the Lowell Electric Light Corporation, a group which definitely set out to provide good symphonic music for that Massachusetts community. Such an activity is also likely to be in evidence in an organization where there is a special musical director, as has been the case at Filene's store in Boston, with its orchestra of twenty-four players.

### Steinway Name on Orchestra

When musical instrument makers themselves make music in the workshop, there you have a truly musical combination. That was the picture presented to this writer when he heard a concert by the Steinway Musical Society early in 1928, at the Ditmars Avenue factory of that famous firm in Long Island City. The occasion was a meeting in New York City of men prominent in the music trades, for whom a special concert was given by this orchestra of piano makers. The setting was the open space between their work benches, and the stage

properties were the unfinished pianos themselves. The orchestra, under Richard Eckner, one of the workmen, gave an excellent account of itself in a program which consisted of "Hungarian Comedy Overture", by Keler Bela; "Tales of the Vienna Woods", by Johann Strauss; selections from "La Traviata", by Verdi, and "Chief of Staff March", by William Axt. So finished was the playing of this small symphony that a prominent member of the visiting party, representing the latter as spokesman, praised the orchestra for its splendid work.

This orchestra, as well as an occasionally active male chorus, performed to delighted audiences of the employees and their friends in Christmas programs on December 20th and 21st, 1928, respectively, at the Ricker Avenue and Ditmars Avenue factories. The latter of the two concerts was heard by this writer, who expressed his pleasure to the factory superintendent, F. J. Speyrer, who is the chairman of the Steinway & Sons musical society. He reported that the male chorus had enjoyed so much its annual appearance at Christmas time that it wished to continue as a permanent organization.

In general, there is no reason why a large mercantile establishment, provided that it has a large number of talented instrumentalists in its employ, should not have both an orchestra of symphonic aspirations and a concert band of the highest type. Both are organizations capable of playing the noblest music. It is safe to say, however, that where a plant has a concert band which plays the symphonic classics, there may not be enough further motive power to generate also an orchestra of similar scope. In such cases, it is likely that the orchestra will be of a more intimate nature or one devoted to the lighter music—in many cases, a dance orchestra.

### A Maestro in the Making

Let us start by assuming that it is an orchestra with symphonic ambitions that is desired. What has been said about the essentials for forming a band applies to a certain extent to an orchestra as well. The choice of the conductor is no less important in this instance but the type of man may be somewhat different, due to the fact that students of string instruments are so plentiful, as are players of other orchestral stand-bys such as the clarinet and cornet. The director of

this orchestra may be thus less a product of that specific type of work than the band director is of his specialty. This is proved, for instance, by the number of pianists who have made themselves great orchestral conductors. Therefore, the conductor of this orchestra need not necessarily have been an orchestral musician. Perhaps he is a pianist or organist who has added to his musicianship the technique of conducting and a full knowledge of the orchestral instruments. Such a man is likely to "grow in grace" as an orchestral conductor through the reaction of his musical knowledge upon the wealth of beautiful music written expressly for the orchestra.

Given the desired conductor, the projectors of our orchestra approach the acquiring of equipment on a somewhat different status from that of those godfathering a band. As signified above, many of the orchestral players will probably have studied for some time and will, therefore, own their own instruments. For this reason, the necessary purchases for the orchestra may be limited to the bass fiddle and possibly the viola or some of the less frequently encountered wind instruments, to the battery of percussion and to other instruments not favored by the usual solo player. Information concerning reliable sources for the purchase of orchestral instruments may be obtained from the National Bureau for the Advancement of Music.

### A Step-by-Step Expansion

Suggestions for converting a small orchestra of the most familiar instruments into a well balanced orchestra of twenty-eight players are found in the booklet, "School Orchestras", which may be had from the same Bureau. That hypothetical small orchestra is one composed of eighteen violins, one clarinet, five saxophones, four cornets and a piano. It is stated in the above pamphlet that with $550 to spend for instruments, the following might be bought: two string basses, two cellos, two violas, one trombone or baritone, one Boehm system flute, two French horns and one bass drum. That suggestion was made for the use of high schools where there were facilities for the teaching of all such instruments. According to that scheme, two violinists each would shift to bass, cello and viola, also one cornetist to trombone, one saxophonist to flute, one saxophonist and one cor-

netist to French horn and the pianist to bass drum. The result would be the following orchestra:

12 violins
2 violas
2 cellos
2 basses
1 flute
1 clarinet
2 saxophones
2 French horns
2 cornets
1 trombone
drums

Following a period in which the players of the new instruments are to get much of their training by learning as they play, thereby attracting many others who wish to learn to play their instruments "right in the orchestra", it is suggested that another expansion be made. With an appropriation of $750, there are to be purchased a conservatory system oboe, one bassoon, one pair of timpani and two each of the string bass, cello and viola. According to this scheme, the oboe and bassoon are to be given to the two remaining saxophone players, the timpani to the pianist who has been playing the bass drum, and new players assigned to the remaining instruments. Such an amplification of the orchestra will result in the following instrumentation:

12 violins (or more)
4 violas
4 cellos
4 basses
1 flute
1 oboe
1 clarinet (or more)
1 bassoon
2 French horns
2 cornets
1 trombone (or 2)
1 timpani player
1 drummer (or 2)

This scheme, which has been suggested for a public school orchestra, can be applied to an industrial orchestra insofar as the particular circumstances permit. It is cited here as an outline of the way in which such an orchestral expansion may be built up, provided that conditions are propitious. The mere idea of such an ambitious plan is by no means to deter any congenial group of players in an industry from banding themselves together in any sort of ensemble they may desire, starting with what is considered the minimum orchestra by school systems—namely, one of three violins, a cornet, drums and piano or any other group containing as many as six players of more than two kinds.

MANDOLIN CLUB THAT AIDED FLOOD SUFFERERS

Refugees from Mississippi disaster helped through appearances of girls' orchestra from New Orleans Public Service, Inc.

AN INTERCHANGEABLE FRETTED INSTRUMENT FOUR

This mandolin quartet sometimes becomes a banjo quartet. It is of National Tube Company's Christy Park Works at McKeesport, Pa.

Where the firm provides music lessons for its employees, as with such organizations as Brown & Bigelow, the Westinghouse Air Brake Company and Filene's, the possibilities for creating new orchestral players out of raw talents are especially hopeful—that is, when combined with the training which the orchestral experience gives. If there is also a dance orchestra in the establishment, to a certain extent the latter might be a feeder for the symphonic orchestra—in the case of serious minded young jazzists who may also wish to perfect themselves in the playing of the orchestral classics.

### Music by "What Have You?"

Ingenious new developments in orchestration make possible the informal playing together of what is virtually simple chamber music on the part of small groups of players from an industrial band or orchestra. One of the folios which admits of an interchanging ensemble of "what have you" in instrumental players is the "Willis Instrumental Quartet Repertoire". It starts off tentative groups of players with four-part arrangements of a variety of familiar tunes. With the use of this material, any four players, regardless of instrumentation, may form a quartet or any larger group may form a simple ensemble, orchestra or band.

As for suggestions for the regular repertoire of the plant's concert orchestra, it will find a carefully classified bibliography of numbers in a booklet of the National Bureau for the Advancement of Music entitled, "A Survey of Music Material for Orchestras", similar to that prepared for bands.

Somewhat the same scheme of officers and of appearances as that of the band may be devised by the industrial orchestra. Its managerial details will be more slight, as it is not so likely to make many trips. A director, librarian and secretary will probably suffice as the executive staff.

If the organization wishes to develop a strictness of attention to rehearsals, it may well study a suggested list of rehearsal rules reproduced in the pamphlet, "School Orchestras", mentioned above. While laid out with school-room discipline in mind, those rules may largely be applied to an industrial orchestra as well.

What has been said about the necessity for variety in the work of an industrial band applies no less to the orchestra. Fortunately, the very diversity of the orchestral literature enables the leader constantly to offer "something different" to his men. The orchestra also has an opportunity to function in collaboration not only with an assisting soloist but as an accompanist for entire groups. The numerous simple cantatas for which there is an orchestral accompaniment make possible a merger for special occasions of the chorus and the orchestra of an institution. Once again do the orchestra and chorus of the Filene store provide an example of such a combination. Where there is an operetta troupe within the organization, the coöperation of the orchestra makes it possible to put on a comic opera with the greater unity that results from the group's not having to engage an outside orchestra.

### On with the Dance

In the case of a dance orchestra, the usefulness of such a group in the recreational life of the employees is generally very real. Many employers provide a dancing floor for the noon hour, especially where there are a great many women employees. Frequently, a phonograph or player-piano is used for the purpose. However, if the organization has its own dance orchestra, and one which constantly adds to its repertoire, the dance music is likely to be up-to-date and, therefore, entirely to the young people's taste. If the orchestra does not have facilities for purchasing orchestrations of the newest dance music from a nearby dealer, it may obtain information from the National Bureau for the Advancement of Music as to jobbers who keep up a full supply of such fresh material.

As to the formation and up-keep of such an orchestra, this is a comparatively easy matter, for the reason that these young dance players generally know their business remarkably well. It is an advantage, however, for the group to have a pianist or other leader of rather sensitive musical instincts such as will enable him to bring out the full value of his instruments in a variety of orchestral combinations.

### A Band of Saxophones

An essentially modern form of instrumental playing in an industry is that by groups of saxophone players, such as have for some time been known to theater audiences. The simplest form of such a group is a saxophone quartet, like that among the employees of the Magnolia Petroleum Company at Dallas, Texas. From that natural merging of saxophonists playing four-part harmony, such a group may be expanded until it is a saxophone ensemble of some fifteen players, or even one of forty, like that of the Texas Electric Service Company at Wichita Falls. The springing up of such groups, particularly in the Middle West, has brought forth the publication of numerous arrangements not only for a saxophone quartet but for a complete ensemble of these instruments—including several players each of the soprano, alto, tenor, baritone and bass. In the latter type of arrangement, the orchestration is treated with much the same variety as if it were for a diversity of instruments rather than for merely the different types of the same one. Information regarding not only the quartet arrangements but such ensemble music for the saxophone is procurable from the National Bureau.

## III. "Everybody Sing!"

Next to the industrial band, community singing stands numerically highest in this survey. That is not surprising. In fact, considering the bumper crop of industrial sings in war time, one would naturally have expected group singing to head the list. However, one reason why community singing sprang up so quickly in war time was the fact that it is the easiest form of musical participation as applied to the average person. Inasmuch as the other forms of activity herein described require much more preparation than assembly singing, it is a sign of the permanence of industrial music that bands and choruses together outnumber community sings in this survey. However, the general congregational singing still holds its own and it, too, makes for permanence in supplying new singers for the various choral groups.

For a testimonial as to the value of this informal singing, we may go back to Carlyle, who said: "Give us, O give us the man who sings at his work! He will do more in the same time—he will do it

better—he will persevere longer." Even a man who does not actually sing at his work may do so profitably with his comrades during the recreation hours.

### Piano as a Song Center

Of all the types of industrial music, this is the most readily developed, possibly for the reason that it requires so little equipment. If such singing be sufficiently casual in nature, there may not even be a leader. The writer's occasional experience of going into the rest room at the Abraham & Straus store in Brooklyn and finding a crowd of the employees singing lustily around the piano is typical of the ease with which these sings are arranged. Actually, the store had seen to it that the set-up was correct. An attendant for the rest room had been employed by the firm, her duties chiefly as a pianist, and with a full line of new sheet music on hand for the purpose of making good on requests from the girl employees. It is not even necessary to have a special employee for the purpose. Most industrial groups have some one in their midst who can play the popular songs well enough to be the rallying point of this informal singing. The preparation of a mimeographed song sheet which has been kept up-to-date with the newest crop of songs will be a help to such singing. If there is no pianist, a player-piano with word rolls of the new songs will help along the same line.

If there is not the proper leadership in the plant for the more prearranged community singing, possibly some such organization as the Y. M. C. A. may be able to supply a leader and an accompanist. The writer sat in on one such sing at the factory of the Loose-Wiles Biscuit Company in Long Island City, where, even in the noonday, it was practicable for a visiting "Y" man to show the words on a screen with a stereopticon, while his wife acted as an accompanist for the singing.

### One Touch of Human Nature

Where there is no such arrangement with a welfare or recreation organization from outside the plant, it is often possible to develop an acceptable song leader from within the company's personnel. This writer once visited a flourishing sing in a department store of a South-

west city. He was told that, some years previous, the store had employed as its song leader a singer of national reputation who had settled in that town. As far as could be gathered, that artist looked upon his job solely as a money-making matter and did not approach it with any of the love for people which is a *sine qua non* for song leading or for any other social work. As a result, the people would not sing for him and the sings were, in vaudeville parlance, a "flop". Some one in the store got the idea that a much beloved old gentleman in one of the departments ought to be able to get the people to sing, if only for the reason that they were so fond of him as a human being. He was impressed into service and while he had not one-tenth of the musicianship of the professional singer, his qualifications as a person helped him to make the sings a rousing success.

This anecdote should indicate to any industrial group the wisdom of not overlooking the talent within its own family when casting about for a leader of such an activity. If such a prospect for community song leadership is discovered, it will be well to provide him with two of the free pamphlets of the National Bureau for the Advancement of Music, namely, "Community Singing and the Community Chorus" and "Twenty Points for Song Leaders". If he is a little weak on his timebeating, he can do some home work in the technique of song direction as described in the handbook, "Community Music", compiled by the Playground and Recreation Association of America.

The equipment for the singing, by the way, might include the word sheet of "Community Songs" of the above Association or of the Y. M. C. A., or else one of the numerous community song books, which contain mixed-voice arrangements of the familiar airs. A list of these is forthcoming from the National Bureau for the Advancement of Music. If one of the latter books can be supplemented by a constantly revised mimeographed song sheet, the craving of the workers for new songs will be satisfied and the impromptu part-singing may lead to the recruiting of a chorus or to the adding of new singers to such a choir if there already is one.

### IV. "What Say You to a Chorus?"

Let us suppose, in turn, that there seems to be a desire in a certain establishment that some sort of chorus be formed. In determin-

ing just what type of chorus it shall be, the vocal resources within the plant should be carefully studied. Except in plants where there happen to be a large number of men who are fond of singing together, it will often be found that the call for any such choral formation will be answered chiefly by the young women—that is, in an establishment where both sexes are freely represented. This condition, by the way, is not typical solely of groups of workers—it obtains quite generally in communities where the formation of a mixed chorus is broached.

It is well to face the facts, therefore, as to what can be done with the nucleus of numerous girls and a few men such as will present itself for the first rehearsal. The first thought may be, "Why not eliminate the men and have solely a women's chorus?" This is all very well if the organizers are content merely with a group of young girls who will sing simple songs in two parts. If there is an intention, however, to progress to the regular three-part and four-part arrangements for women's voices, the organizers must look very carefully over their supply of altos and ascertain whether they have several voices of real contralto timbre. Otherwise, the performance of the chorus is likely to be rather colorless as compared with what may be accomplished by a real mixed chorus.

We find a hint as to the solution of this problem in the two-fold scheme of mobilization of the singers at the Strawbridge & Clothier store in Philadelphia. There we find the Strawbridge & Clothier Choral Society, a mixed chorus, which includes in its membership the men who also form the store's male Glee Club of twenty. This writer listened in on a successful working out of this duplex rehearsal plan, which called for the men's remaining after the general rehearsal for their male chorus practice in preparation for a joint concert of the Associated Glee Clubs of America.

### A Cigar on the Table

In general, one finds that men singers enjoy the freedom of a "stag" rehearsal where they can feel free to act "perfectly natural", as they might not think it advisable to do in a rehearsal with the ladies. With this in mind, our hypothetical organizers might adopt the plan of one department store in having its men's choral club

rehearse immediately after the store hours, with as many of the men as possible remaining for the joint rehearsal. In this way, those men of family who enjoy singing can get through in time to dine at home, while the others can remain to make at least a semblance of a male section in the mixed-voice rehearsal. This latter section can be amplified for the concerts of the mixed chorus by having some special rehearsing of the mixed chorus music at the men's rehearsal.

This scheme of benevolent segregation may also admit a treatment of the women's section of the chorus as a female chorus in the case of a composition which will benefit by such treatment. This semi-separate choir will add variety to the joint program. Moreover, even if there is no such complete use of the women's section, at least an octette of women's voices may be culled therefrom for state occasions.

This elasticity of activities within an evening's meeting gives especial opportunities in a department store wherein the chorus has dinner just before its rehearsal. Just as this schedule leaves the chorus members free to spend a full evening elsewhere, it also leaves some time upon the hands of those members who are, so to speak, "all dressed up and no place to go". This makes possible not only these chorus-section rehearsals but other allied activities. For instance, the opportunity was seized at the Abraham & Straus store to start a ukulele class among the chorus members. Another suitable use of the time is for an operetta or a minstrel show rehearsal. In this way, various media of self-expression are offered to the employees, and all at the expense merely of an evening's time.

### Part Musical, Part Social

It need not be reiterated that if there is on the company payroll a worker who has a talent for chorus direction, as well as an ingratiating personality, it is wise to utilize him for the task, for that will make the workers feel that the chorus is really a family party. It is, of course, essential that he be able to lead the chorus gradually upward, but its musical progress is not the only objective of the undertaking. The complete picture was presented by one director of such a chorus when he said at his opening rehearsal: "Our policy, if we have one, is that we shall sing as beautiful music as we are

capable of singing and that we shall sing it as beautifully as we can. Furthermore, our hope is that we shall enjoy singing together and being together." In other words, the leader of the chorus must be chosen both for the musical and for the social results that he is to produce. If he does not make the members enjoy their rehearsals, they are likely to cease coming to these, and thus the greater unity, which is the sociological objective of the chorus, will not be reached.

In the case of the leader who is meeting an industrial chorus for the first time, his first thought shall be as to the music with which he shall start the season. If the chorus has been functioning for some time and has a choral library, he will probably check it over and pick out the numbers which seem most worthwhile for the purpose. A further check-up will eliminate those which have been sung during the recent seasons. If there is a fund for the purchase of music, he may add one or two numbers to the list. Possibly, after he has worked with the group for one or two rehearsals, he will change his mind as to the suitability of certain numbers.

### Ah, Those Lighter Moments!

A tip to the conductor of a new industrial chorus, or of one with the personnel of which he is not intimately acquainted, is now in order. It is well, whether for the new chorus or for an older one, to have on its shelves one of the community song books containing four-part arrangements of numerous folk songs and standard numbers. The singing of such songs at the opening rehearsals will be doubly valuable. It will, first, start the group off with a repertoire of simple numbers which will be enjoyable in its moments of relaxation and also useful when giving special programs for charitable institutions. Second, such singing will also reveal at once to the conductor the vocal material at his command and especially the extent to which his singers can read music. If any appreciable number cannot read the simple songs, they will not be able to navigate in some of the more difficult numbers and he may, therefore, rule out for the time being certain compositions which he had slated for performance.

This question of ability to read music requires some delicate adjusting by the director. He realizes that many of his singers are sincerely desirous of "learning something", as one motive for their

joining the chorus. On the other hand, there are some members who already read music and who would be bored if he turned the rehearsal into a sight-singing class. He is likely to find, by the way, that the non-readers in the chorus are clinging figuratively to those who can read and are taking their tones from them. To remedy this situation, he may take one or both of two courses. If it is feasible, he may start, on the side, classes in music reading for these less experienced choristers. Or, he may introduce into each rehearsal a few minutes of exercises in musical notation and in singing the various intervals in the scale to the end that the novices may at least learn to read approximately "from position" on the staff.

It is by the gradual success of these various devices that the chorus's repertoire will be shaped from month to month. In general, it may be wise to follow the policy of one director in choosing music not only that he considered beautiful, but which would also seem beautiful to his singers—always submitting such choice, in the last analysis, to his own test as to what was musically or textually wholesome.

### Some Classified Lists

As for a guide to the selection of the proper music for a given chorus, the wealth of mixed-voice arrangements is such that they almost baffle classification. Many of the noble but simpler choral numbers, however, are found in the community song books, which is in itself an indication that they are not of a difficult grade. A classified list of "Music for Women's Choruses" is found in a bulletin of that title issued by the Playground & Recreation Association of America, at their New York City headquarters. There may be obtained from the Associated Glee Clubs of America, at their New York offices, a graded list of music for junior glee clubs of men's voices, all of the numbers of which would be suitable for a young male chorus in an industry. More advanced male choruses will find suggestions in the annual repertoire lists of that same organization.

As the rehearsals develop, new methods of efficiency will suggest themselves. The chorus librarian can be a most useful factor. He should receive in advance from the director a list of the numbers that are to be used in the next rehearsal. A set of these for each

person should be laid out in advance, so as to avoid the confusion of distributing the copies during the session. The ease of the singers and the longevity of the sheet music will be increased if there is provided for each singer a music cover, especially in the form of a cloth binding. The latter can be stamped with the insignia of the organization and with the singer's name. This feature, incidentally, will add to the pride and morale of both the individuals and the group.

These steps forward in efficiency will lead, in the case of a new chorus, to a definite administration with the election of officers. A president will probably be necessary. He or she should be a member of some personal influence, and one with a head for business details. There may also be a secretary whose duties include the taking of attendance, the matter of supplies and the arrangement of outside appearances. His attendance check-up may be supplemented by a scheme of captains in each section who are responsible for the regular attendance of their section-members. Some sort of inducement toward consistent attendance may also be devised.

As to the outside appearances, they are a vital stimulus, particularly where the chorus gives only one regular public concert during the year. If the chorus rehearses immediately after working hours, it is sensible to have these trips to welfare institutions occur on the rehearsal night. This puts the singers "on their toes" for the performance and, moreover, it does not cause them to give up an extra night's leisure for the purpose.

### V. "Here We Come A-Caroling"

Off-shoots of these vocal activities are numerous, leaders among them being Christmas caroling, operettas and male quartets. The caroling finds itself happily at home in the environment of a department store. Sometimes the singing is done by the store chorus or by a group selected from it. In other instances, it has been the caroling which has led the way to the formation of a permanent chorus. Such carol singing has some advantages over the more familiar outdoor caroling in that it is possible to use a piano for an accompaniment and, furthermore, the hardships of winter weather are not to be combatted. Even in a store, however, it is well to supplement the piano with other instruments, including the cornet, which is the

mainstay of outdoor caroling. If the singing is held in more than one part of the store, it might be well to use a small piano and have it transported on a hand truck.

With such a well-knit accompaniment, the carol singers can generally dispense with an actual director, provided that the pianist is capable of handling the group. The next essential is the music of the familiar carols, of which there is a great abundance. A list of "Christmas Carol Collections" is to be secured from the National Bureau for the Advancement of Music. A great number of these and of other music for the holidays is also listed in the Bureau's pamphlet, "Music for Christmas". Most of these carol arrangements are for mixed voices, the prevailing combination for caroling. There are, however, editions for treble voices and for men's voices, information concerning which is forthcoming from the same source. The Bureau also makes available to carol groups, without charge, patterns for a caroler's cape and cap.

If more than the special group are to join in the singing, use may be made of a word sheet of "Christmas Carols" issued by the Playground and Recreation Association of America, from its New York office. The latter organization has also included in its "The Christmas Book" its plans for "A Carnival of Carols", which contains suggestions for putting on tableaux based on the favorite carols. Such tableaux are especially easy for a store to present because of its access to the materials needed for costuming, etc.

## VI. "Why Not an Operetta?"

With an industrial group, as elsewhere, the presentation of a comic opera is feasible because it calls for two talents which are the common possession of most of us—the dramatic and musical talents. Furthermore, even if the person with dramatic talent can not sing a solo, he can be used for one of the non-singing parts. This same freedom for pooling a variety of abilities obtains with regard to the direction of the play. If there is no one person in the vicinity who is capable of directing both the dialogue and the musical numbers, these tasks may be allotted separately to specialists. There is likely to be some one in the town with the ability to coach dialogue, and the particular appeal of helping these workers toward self-

expression may readily impel him to function as a volunteer or at a very nominal fee. Probably some teacher of stage dancing will assist in putting on the musical numbers. If all else fails, it may be necessary to import a professional coach from a nearby city. More than anything else, the general details of direction and management should be centered in some person of tact and experience in handling people, for there is scarcely any other form of self-expression that brings forth such clashes of temperament as do amateur dramatics.

Even before the securing of the necessary coaching, the operetta itself may be selected. Here, the field of choice is even wider than that for high schools where the subject matter of the operetta must be entirely in line with the school's standards in various things. For an industrial group, many of the musical comedies which were favorites on the professional stage are now released. The rental rights of these for amateurs are controlled by certain agencies, information concerning which is on file with the National Bureau for the Advancement of Music. Such an agency makes a price upon a Broadway operetta which covers the vocal scores, the libretto, the orchestration, etc. That price for a single performance is less than $150, while the added performances are for a much smaller fee. The costumes for this operetta may also be rented upon a similar basis. For a non-royalty operetta, the fees are smaller.

### No Royalties for These

A great many of the music publishers make a specialty of issuing operettas written particularly for high school students, and some of these are also suitable for community groups. A list of some of these has been issued in bulletin form by the Playground and Recreation Association of America. In these latter cases, the rights to performance generally go with the purchase of a certain number of copies of the score.

Matters of scenery and properties can generally be attended to with the advice of some local theater man, a high school dramatic coach, a Little Theater director or some such authority. The new trends in stage ornamentation also give opportunities for those of

creative ability within the plant to design a novel scenic investiture for this play.

If there is a capable plant orchestra, it may be lined up for this performance as before intimated. If there is not, it is wise to engage such a group from the community, even if this entails a special expenditure, for the orchestra will do much to put snap into the performance. With the director of the orchestra lies much of the responsibility for the success of the operetta, as he must be relied upon to lift up the performance, particularly the choristers, with the inspiration of a dynamic leadership.

### Gentlemen, Be Seated!

First cousins of the operetta enterprise are the presentation of a minstrel show or an employees' vaudeville. The former of these is especially easy to put on because it has been so standardized through a long tradition. The minstrels also provide an outlet for talent in the writing of song parodies and for the preparation of local gags on plant activities. A gold mine of advice on productions of this sort is found in a book entitled, "The Minstrel Encyclopedia". As for the vaudeville show, it has an advantage in that it presents musical numbers without the burden of rehearsing the dialogue which is necessary to a musical comedy. However, this form of entertainment is inadvisable unless there is in the plant a variety of talent such as will keep the show from being monotonous.

## VII. That Lamp-Post Harmony

Perhaps the most spontaneous form of activity, next to community singing, is the close-harmony quartet of men's voices. The young men who enjoy singing together about a convenient lamp post need little urging to form themselves into a regular quartet. They will benefit, however, from kindly coaching on the part of some one familiar with male-voice singing and with the proper sheet music to supplement their impromptu efforts. For such music, they may use especially the book of "Barber Shop Ballads" by Sigmund Spaeth, with its directions as to obtaining the various chord effects that are so dear to the inveterate close-harmonist. When they get under way, they

will also be able to obtain sample male-voice arrangements of new popular songs from the respective publishers.

When the four singers develop sufficiently, they may burst their bounds as a quartet and may expand into an octet or eventually into a glee club. Even if they never exceed the quartet classification, however, they will still have a lot of fun, and, if properly coached, may be a real credit to their organization, as in the case of the quartet which carried the name of the Great Northern Railway through many states.

## VIII. "Fretted Instruments, Forward!"

Following closely these leaders in frequency among the activities, we find the various orchestras of mandolins, banjos, guitars, ukuleles and other fretted instruments. It happens that this form of musical activity is at present going through the processes of a boom. This is apparent from the number of existing clubs of that sort among industries, and some of these deserve special mention in this chapter.

One of the most individual of these groups is the New Orleans Public Service Mandolin and Glee Club. A special situation connected with that club is worth mentioning. The women employees of this corporation constitute a committee on public relations, and the mandolin club was formed for the purpose of developing talent among that group and, at the same time, winning friends for the company. The start was made in 1924 with a nucleus of nine players under the direction of Alice E. Cooper, secretary to the president. In 1926 the club became more ambitious and engaged the services of the leader of one of the New Orleans public bands, Leslie George. Its membership was then augmented to twenty-five. A result of this development was a considerable demand for the appearance of the group.

### Building a Plectrum Ensemble

When the executives of the company learned of these successes, they assumed the expense of the director's fee and purchased some of the larger instruments necessary for a more complete ensemble. One of those instruments is a bass mandolin. There are also two cello mandolins, and another acquisition is a set of small drums.

A wise decision has been made by the club, as related to us by Miss Cooper. Says she: "Our repertoire consists largely of popular music,

although we have a few numbers like Rubinstein's 'Melody in F', 'Tales of Hofmann', 'Humoresque', etc. We purpose to add a few more numbers of this type, as it entails quite a job to play and discard, alternately, the popular music. We frequently sing the chorus of a popular piece, but we have not gone in for any community singing."

Like many another industrial music group, this New Orleans club has to its credit a truly humane service, rendered during the Mississippi floods. This is Miss Cooper's recollection of the matter:

"At the invitation of the Young Men's Business Club of New Orleans, for whom we played at several of their luncheon meetings, we contributed to the entertainment of the flood refugees, who were housed in the old government warehouse buildings, built here during the war. There were about two hundred men, women and children in the audience, and they gave us a wonderful reception. Incidentally, we brought buckets of candy to the children. On subsequent occasions when we contributed to the program, we were greeted like old friends, and we rather appeared to monopolize the program, although that was remote from our intention. On the occasion of the big Will Rogers flood relief benefit in New Orleans, we played on Canal Street in front of one of the department stores, and assisted materially in disposing of tickets for this worthy cause, with such success that we were asked to repeat the performance a few days later."

### A Shrinkage That Helped

A more intimate ensemble in this classification is the Mandolin Club of the Standard Oil Company at Whiting, Indiana. Among the employees and management there were found a group of seven men who had had varying degrees of experience with plectrum instruments. Some had played in their college mandolin clubs while others knew only the first principles of playing. These men began to meet together in 1925 to provide entertainment for themselves. Besides that, they had in mind the idea that, when they considered themselves sufficiently advanced, they would "step out" a bit and try to entertain others. At this point, the group went through a curious phenomenon. It struggled along for two years until, with but four playing members, in the third year it began to produce results. With fewer members and more concentration, the rehearsals were more interesting.

At the time of writing, the club was composed of five men, four of them playing and the other assisting as a singer. The instrumentation consists of two first mandolins, a second mandolin and the guitar, with the banjo ukulele as an alternate. Popular songs, folk tunes and college songs make up the repertoire and the members find that these go well with their audiences, especially with the added variety given by the singing. Various community shows, banquets and events of the company's athletic association make up the public appearances of the quintet.

An unexpected revelation of conductorial talents marks the history of the banjo club sponsored by the Edison Employees' Club of the Edison Electric Illuminating Company of Boston. Its secretary, Jean Doherty, gives the number of Edison employees enrolled on the club's opening night as twenty-five. This was in the season of 1924-25. An instructor who had several such clubs under his direction was engaged to whip into shape this musical club which included many beginners. As the season progressed, the personnel dropped to about fifteen. After only two months of training, the group broadcast its first entertainment during the Edison Employees' Club Night from Station WEEI. This was followed by a performance at a hospital and an appearance at the closing exercises of the company's educational classes.

### A Director from the Ranks

Not long after the opening of the second season, with the same instructor at the head, the club decided for various reasons to change its director. Since its inception there had been in its midst an enthusiastic and capable young musician, Verner O. Nelson, who was asked to take over the leadership. The new director put all his energies into the work and molded into shape the present club. The group has since progressed so rapidly that hardly a week passes when it does not have at least one engagement.

A special development of extra-curriculum activities is marked by these engagements, which include radio broadcasting, playing for dances, performances in theaters, entertainments at hospitals and before lodges and even at wedding anniversaries. Indeed, the club has become a full entertainment group and has in addition two specialty

A DE LUXE EQUIPMENT FOR MUSICAL RECREATION

Impressive ensemble in court of the Larkin Administration Building at Buffalo, showing console of pipe organ and the reproducing piano which is playable as a "stop" on the organ.

dancers, a baritone and a soprano soloist. These are supported by five banjos, two tenor banjos, three violins, a cello, saxophone, piano and the drums.

Not such a happy ending is to be recorded in the story of the Mandolin Club at the Goldstein-Migel store in Waco, Texas. A local teacher of stringed instruments, Mrs. Alice Hargrave Patterson, gave her services as coach to a group of the employees who had played, or wished to learn, the fretted instruments. Several of the members studied privately with her. The club comprised seven mandolins, two banjos, and two guitars. It not only appeared with the store's Choral Club but gave several numbers at gatherings of the company personnel. The club functioned very successfully for a year, or until the coach dropped the work because of a change in her professional activities. If there is a moral to the story it has to do with the wisdom of developing leadership from within a company's personnel.

### A Musical Compliment

A tribute to its founder and first teacher is seen in the name of the Stetson-Chopourian Banjo and Mandolin Club, which is made up of employees of the John B. Stetson factory at Philadelphia and the Mission Sunday School. Due to the fact that this organizer, H. J. Chopourian, had been an invalid for some six years, the club adopted his name as a part of its title. His assistant, Hazel Clarice Godshall, is now its director.

This organization's aim is to produce as nearly as possible the effects secured by symphonic groups. It uses only the highest grade of music—overtures and standard classics. Positively no jazz or dance music is played, so Miss Godshall tells us. The instrumentation includes six mandolins and guitars, with the number varying from thirty-five to fifty. The performances are for charity and are arranged to help provide funds for churches, schools, hospitals or other institutions.

In the fretted instrument field a high representation in this survey is recorded by the ukulele clubs, with a dozen or more organizations of that type actively functioning. This goodly number is in part due to the ease with which ukulele playing is taught to the novice. That is particularly true now that the National Bureau for the Advance-

ment of Music has issued its "Simplified Course in Ukulele Playing". It is with the method set forth therein that the present writer has trained the ukulele class among the members of the Abraham & Straus Choral Society. At the close of the first session, this group was able to play its own accompaniment to songs in two keys. By the use of the above booklet, which, with its arrangements of about one hundred songs, is a song book as well, it is possible to train in a short time a Sing-and-Play Club which uses the ukulele as an accompaniment for its own singing or that of a special group. This is an especially attractive activity for a group of girls in an industrial plant.

### Equipment for "Uke" Class

Equipment for the training of a ukulele club consists of a copy of the above "Simplified Course in Ukulele Playing", a blackboard and a supply of ukuleles. The charts for the various chords may, at the start, be reproduced on the blackboard. Later, it is better to have each one in the class provided with the instruction book. The instruments will generally be sold on consignment by a nearby dealer. The entire lot can be used in the initial demonstration, after which members wishing to retain an instrument permanently may buy one, whereupon the remainder will be returned to the dealer. The set should include not only the ukulele but a cover for it and also a felt pick.

Among the various ukulele clubs reported in this survey are those of the Loose-Wiles Biscuit Company at Kansas City, led by Mrs. Ona Goodrich, the Employee Secretary; the Great Northern Railway Company at St. Paul, directed by Catherine Rolfer; a group of twenty players of the Public Service Company of Colorado conducted by A. B. Spencer; E. M. Scarborough & Sons at Austin, Texas, in charge of Miss M. E. Spahr, the Personnel Director; the Judson Mills at Greenville, South Carolina, with Alice Gleason as leader; the American Multigraph Company at Cleveland, with Helen Coll directing; the A. M. Collins Manufacturing Company at Philadelphia, with ten girls led by Mrs. Helen Bean; Montgomery Ward & Company at Kansas City, with twelve players under Goldie Priest, and the Gilchrist Company at Boston, with its club of thirty under the leadership of Edith Murray.

## X. "We Play the Harmonica"

Another type of instrumental group utilizing one of the simpler instruments is the harmonica band, which is in evidence with the Western Electric Company of Chicago, the Atchison, Topeka and Santa Fe at Arkansas City, Kansas, and the Standard Oil Company at Linden, New Jersey. While this humble instrument has made a phenomenal headway with boys and girls in this country, we find it to be a musical companion to adults as well among the industrial groups. Fortunately, it is easy to play. This accessibility simplifies the formation of a harmonica band in an industrial setting. Incidentally, the practice of the mouth organ leads on to the more ambitious instruments.

Personnel directors who are open-minded as to the potentialities of varied forms of recreation may well look over the booklet, "Harmonica Bands for Boys and Girls", which they may obtain from the National Bureau for the Advancement of Music. Besides the convincing evidence as to the harmonica's appeal which they will find therein, the book also includes a miniature text book on how to play the instrument. An amplification of the latter material, in booklet form, is also to be obtained from the same Bureau, as are harmony charts for groups of harmonica players.

Those unfamiliar with the scope of a harmonica band would be surprised to hear the fluency with which a well trained band can perform such pieces as the Largo from the "New World Symphony", the "Poet and Peasant" Overture and other familiar classics.

### A Wedding of Two Instruments

A merging of harmonica and ukulele groups is especially advisable for industrial recreation in that it gives a larger body of persons an opportunity to perform effectively on special occasions. With the harmonica so adaptable for playing the melody and the ukulele for supplying the accompaniment, the combination is a happy one. This ensemble may be used not only for numbers of its own but for an accompaniment to singing by a large group. This is possible because many of the familiar songs are arranged for both the instruments. Such a union is especially practicable if the harmonicas used are in

the keys of G, D and A—those chiefly used for the ukulele. The ukulele can be tuned to the harmonica, which is at the standard pitch and is never out of tune. This provides an effective check-up to the ukulele players in keeping their instruments perfectly tuned.

## XI. "Here Comes the Drum Corps"

A further variation in the instrumental scheme is the drum corps, which flourishes abundantly in the industries. An outstanding example is that of the girl employees of the Larkin Company at Buffalo, the successes of which have previously been described in this book. Other examples are furnished by similar groups of the Brooklyn Edison Company with its drum, fife and bugle corps of fifty-five boys, the Cutler-Hammer Manufacturing Company of Milwaukee, with its corps of forty members, the Royal Typewriter Company of Hartford, with a considerable participation in outside activities, and the Girls' Drum Corps of the Wayne Knitting Mills of Fort Wayne, which is assisted by several male drummers and buglers. As to the value of the Milwaukee corps, we are told by A. F. Thompson, the employment manager, "Observation of the corps as a unit leads to the conclusion that they have developed team work and have been drawn a little closer to the company. The outside activities of the drum corps no doubt serve to call the attention of possible applicants for employment to the company as a good place to work." In the case of the corps at Fort Wayne, the management furnishes the drums, uniforms and other regalia, keeps these in repair, furnishes transportation and pays the players for any time lost.

Since each of us, even the savage, has a sense of rhythm, a drum corps should not be difficult to organize within a group, as its chief ingredient is rhythm. Add to this the fact that its two melody instruments—the fife and the bugle—are of a most simple nature and we have an easily trained ensemble which is a vehicle for a great deal of lusty self-expression. The proportion of the various instruments might be the following:

1 pair of cymbals  4 fifes
2 small drums  1 bass drum
2 to 4 bugles

Of these instruments the fife is the simplest of all the wood-wind family. For the amateur it is effective in the keys of G and D. The bugle, in turn, is the simplest member of the brass family, with its compass of five notes based upon the "do-mi-sol-do" of the scale. A list of text books on these two instruments and on the drum is obtainable from the National Bureau for the Advancement of Music. As in the case of the band instruments, the same Bureau can also give information as to where the drum corps instruments may be purchased in case they are not to be had locally.

### Those Newsboy Bands

One activity promoted by commercial organizations and yet not invariably an employee activity is the sponsoring of boys' bands by newspapers. Instances of such fathering of a kid band are those of the *Record* at Stockton, California, the *Journal* of Portland, Oregon, and the *Daily News* of Hamilton, Ohio. In the case of the Stockton band, the members are employees—forty carrier boys. Our attention was first called to them by C. M. Dennis of the College of the Pacific at that place. A first-hand estimate of the group came from L. V. Peterson, the assistant business manager, who testified that the band "gets a better grade of boys for carriers and holds them as carriers longer than would otherwise be the case." He added that several of the former band boys were now professional musicians and attributed their success to their training on the *Record* band. It cost the *Record* about $2,000 to purchase the instruments and to get the band under way. The cost is now about $100 a month, including the salary of the director.

Besides its power of attracting a high type of newsboy, the *Record's* band has been worth considerable in former years as goodwill advertising, says Mr. Peterson. He adds: "The community now takes it for granted, but if we discontinued the band, it would think the *Record* was going broke. Probably the band's greatest value is the gratitude of the young men who got their musical start there."

Carriers also make up the band at Hamilton and there is testimony from W. L. Tobey, the general manager, as to its sustaining effect upon the newsboys' morale. The band at Portland, on the other hand, is one of three musical groups under the banner of the Journal

Juniors, an organization of children not connected in any way with the paper, and formed for the good of the community.

No special suggestions need be given for the formation of a newsboys' band. It is doubly easy in that its sponsors will, with good reason, meet the cost of its equipment and they also have plentiful means for giving publicity such as will boost the band's membership. One would, therefore, refer those contemplating such a band to the foregoing directions as to bands in general and to the National Bureau's booklet on "School Bands".

## XII. An Essential: The Instruments

With the above hints as to procedure, the various types of activities are well covered, with the exception of one of the most important matters of all—the provision of musical instruments for the use of the employees. The individual reports in our survey show a gratifyingly high proportion of firms which do offer such recreation equipment. In many cases, the report indicates the provision of a piano, phonograph or radio even where there are no actual organized musical groups. Sometimes all three are reported as provided by one company. The setting for these instruments is generally an employees' rest room or cafeteria, but now and then the very work rooms themselves.

Suggestions are scarcely in order as to the necessary steps toward providing one of these instruments, as the persons in authority in such matters will undoubtedly be familiar with the reputable distributors, locally or nearby, of pianos, phonographs or radio sets. One injunction, however, may be made. The instrument should be a good one. If an industry were considering fitting up a play field for its workers and their children, it would not think of installing anything but the best play equipment. By the same token, there is no reason why an industrial firm should be content with cheap or worn-out equipment for the musical recreation of its workers. Irrespective of the lesser enjoyment that the workers will get from an instrument of poor tone, the matter of the wearing powers of these instruments should be considered. A new instrument of fine workmanship is a wise investment because it will give service to the employees' recreation for years and years.

As before intimated, scarcely any industry is so isolated that its management will not find in the surrounding country a reputable dealer in these instruments, whom it may consult as to terms and who will make the proper deliveries, besides standing ready to provide first aid with regard to the instrument's upkeep. That the latter be scrupulously attended to can not be recommended too strongly. However, it is not conceivable that an industrial plant which maintained efficiency in all other departments would tolerate the loss from deterioration of a piano constantly out of tune or a phonograph or radio with mechanism left out of order.

### Which Instruments to Choose

As to the choice of which one or more instruments should be provided, this will be determined somewhat by conditions within the plant. However, it may be helpful if we point out some of the advantages of the instruments, in turn, as applied to industrial recreation.

#### *(a) Piano: the Basic Instrument*

That the piano is the foundation instrument of all music is the testimony of many noted musical authorities. For example, its basic qualities in musical education and performance were in the mind of Walter Damrosch when he said: "Every child in our country should learn how to sing, and how to play upon at least one musical instrument. Among these the piano is perhaps the most practical for musical cultural purposes. Nothing should crowd out the opportunity for self-expression which can come to those who play the piano with some degree of mastery." A famous soprano, Mme. Amelita Galli-Curci, declared the ability to read music and to play it fairly well on the piano to be "an absolute necessity to being a good musician." Again, we have this statement from the secretary of the Eastman School of Music: "The student of the piano has a better opportunity to obtain a broader knowledge of music in general than students of other instruments."

Applying this basic quality of the piano, as well as its versatility, to conditions in industrial recreation, we find that its advantages therein are not only musical but social. The very fact that it is the basis of all music-making constitutes the piano a social center. This

is no less true of a factory recreation room than it is of the family circle, where the piano has been the inspiration of family music through several generations.

Should the factory executive reply to these reminders that there is no one within the organization who could play on the piano, there are several apt replies. One is a mention of the fact that in one department store a young woman is employed for the very purpose of playing the piano for the workers during the rest periods. A second answer is that some person in the organization with a knack for the piano might be helped toward a sufficient training to enable him at least to play popular music effectively for his fellow employees. Suggestions on self-training along that line are forthcoming from the National Bureau for the Advancement of Music.

*(b) Player or Reproducing Piano*

An alternative to the above replies is the suggestion that the purchase of a player or reproducing piano be considered. This will enable the employees to hear their choice of music through mechanical reproduction and even to use the piano for an accompaniment to their singing by the use of the word rolls, as already suggested. Such a plan will also allow the instrument to be self-played whenever a player turns up.

In the case of the reproducing piano, the employees will have an essentially refreshing type of recreation. While having a free choice as to what music shall be performed for them (which is not so thoroughly true of listening to the radio, for instance), they can veritably hear it played by the world's great pianists. The relief induced by such listening to music in the midst of a working day represents a real counteracting of fatigue. Such a use of the reproducing piano is evident in its installation in the Larkin headquarters at Buffalo.

If a player-piano is installed, it will open up new channels of self-expression for the industrial worker. As the friends of this instrument are aware, its charms can be appreciably enhanced when good taste is used in manipulating it. In other words, there is playing *and* playing. How to get the most out of such a piano is told in the pamphlet, "My Friend the Player-Piano", which is obtainable without

charge from the National Bureau for the Advancement of Music, as are certain other leaflets on the subject.

### *(c) Elasticity of the Phonograph*

We have already enlarged upon the advantages of using the phonograph in a large way in the war on fatigue—particularly where an amplifying system carries the music to widely scattered groups. Besides this use of the talking machine as an impulsive force, it also has more intimate qualifications as an instrument around which recreation may center. Not only is it used for dancing but even as an accompaniment for group singing—a purpose for which special records have been prepared by some of the companies. Furthermore, it may be dramatized in the form of special programs on some given subject. Some of these are described in the pamphlet, "Giving Opera With the Phonograph", to be obtained from the National Bureau for the Advancement of Music. For a similar use at Christmas time, the necessary information is found in the same Bureau's booklet, "Music for Christmas".

A plan may be developed, with the aid of the talking machine companies, for giving special programs of music of various nations and compositions of specific composers—records of all of which are classified in the various catalogues. Another stimulating use of this instrument is that as the basis of a competition in identifying and naming the various compositions that have been played during the recreation periods. This plan is fully explained in a booklet on "The Music Memory Contest" to be obtained from the National Bureau.

Whatever has been said in the preceding paragraph about these imaginative uses of the phonograph applies as well to the player and the reproducing piano, the manufacturers of which will also provide lists of rolls for these special programs.

### *(d) The Noble Pipe Organ*

That the description of the organ as "the King of Instruments" is a felicitous one may be readily admitted when one considers its sonority of tone, its great fluency and its nobility of style. The public's appetite for organ music is growing daily, as is shown by the organ's installation in the homes of millionaires, by its dominance in the

"cathedrals" of the movies and finally in its spread among industrial plants. We have already related the joy created by the pipe organ as installed for the Larkin Company at Buffalo, the National Cash Register at Akron, the Maryland Casualty at Baltimore and the Mutual Benefit Life in Newark.

Then, too, a long term of distinguished service is to be credited to the organs in the Philadelphia and New York stores of John Wanamaker, where, besides carrying a goodwill message to the throngs of customers, these instruments inevitably have an invigorating effect upon the employees.

It is especially to be advised that firms contemplating the erection of an auditorium or recreation hall for their employees should consider the numerous advantages of a pipe organ as a part of that structure. In a community where there are a number of talented organists, this instrument may be the medium for them to be heard not only by the employees but by the friendly public, as in the case of the Larkin organ. Or, as with the Maryland Casualty, the organ may be a setting for special concerts by the company's own chorus or other group and with its own organist in charge. Moreover, the likelihood of organ-playing experience among the company personnel will allow for an informal use of the organ as, once again, we find it at the establishment in Buffalo. Finally, the development of mechanically played organs furnishes still another means of incorporating organ music in the recreation program.

In the case of this instrument, there is generally a more direct relation between the manufacturer and the purchaser than with the instruments mentioned above. If the management does not have nearby sources of information as to organ building—through a local dealer or otherwise—a leading church organist will doubtless be glad to give suggestions as to reputable organ builders in this country. Here again, by the way, the best pipe organ that the company can afford is none too good for the employees' recreation, especially since it is not only a majestic instrument but one which can be relied upon to complete a long term of faithful service.

In case community singing or musical entertainments are held in various parts of the plant to which it is impracticable to transport the plant piano, one of the small portable organs will be a good invest-

ment. The cost is slight and the body of tone is adequate for some of the more intimate gatherings.

### *(e) Around the Radio Set*

In those recreation rooms where there is a radio, its most intelligent use during the rest period will be that developed if some employee is delegated to the task of learning which are to be the best broadcasts for the given day. A list of these should either be posted above the instrument or placed in the hands of some one who will take charge of tuning in on such programs and will not let the set be used merely indiscriminately throughout the recreation period. In this way, along with some of the light music, the workers will listen-in to programs of a more serious nature such as will be a real refreshment to the nerves.

### To Play or Not to Play

Assuming that the instrumental equipment is now installed, one warning as to its use may be in order. As indicated in connection with the radio, the instruments should be used freely by the employees but not without a certain amount of supervision, even though the latter may not be apparent. Music which is suitable to a particular noonday rest period is conducive to refreshing recreation; uncontrolled noise is not. If the instrument is a piano, it is well to confine its use during the rest period to some one whose playing will really give pleasure to the workers and not to allow it to be indiscriminately banged. The same is even more true of the player-piano, upon which any one can perform.

Where these instruments or the phonograph are to be used for dancing, the playing of jolly dance music will provide a real relaxation. At other times, it is well to give some direction to the music with a view to variety. The accompaniment of group singing, whether hand-played or mechanical, may be followed by listening periods in which some of the popular classics will be played or sung or will be heard from a mechanical instrument. In the purchase of rolls and records, therefore, it is wise to balance the records of new popular songs with those of the world's best music, for the pleasure of hearing the latter will not fade.

# CHAPTER XII

## HELP FROM THE OUTSIDE

Wherein It May Be Extended by Organizations Working for the Community's Welfare—Women's Clubs Stand Ready—Special Approach of the "Y" and "Y. W."—Recreation Systems in Line —Task for Service Clubs

READERS of this book who have been interested in the foregoing chapters need not remain on the sidelines regarding music in industry, even though they may not actually take part as employer or employee. You recall the Irishman's query, "Is this a private fight or can anyone get in?" While this is an educational movement and not a fight, the above point is here applicable. Industrial music is certainly not a private affair insofar as a widespread interest in the matter is concerned. The importance to all of us of equitable conditions in industry has caused countless individuals and groups in America to have very much at heart this entire question of service activities among the workers. While these human relations in a plant are primarily the concern of the employer and of his employees, those in both classifications may count upon a hearty interest and a willingness to help among those in the outside world, should their advice or assistance be desired.

It is for the above reasons that this book has a message that may extend well beyond the ranks of employers and employees. Any reader whose interest in the subject may have been kindled by this book can "do something about it" in some capacity as a citizen. The purpose of this chapter is to show him what can be done by those in other fields to advance the cause in cases where their assistance will be welcomed.

Among the organizations which, nationally or locally, may be relied upon to give practical help in the development of the industrial music activities afore described is the National Bureau for the Ad-

vancement of Music. The numerous references to the Bureau in the preceding chapters have been made expressly to remind the reader that a great variety of informative printed matter regarding these various activities is distributed by the Bureau without charge to any interested group. In other words, persons interested not only in industrial music but in any form of musical endeavor may look upon the Bureau as a source of practical suggestions and help.

### This Book as Ammunition

As to industrial music, specifically, the Bureau makes its most concrete contribution to the cause in this book itself. It is a natural first step, therefore, for anyone who wishes to "start something" in industrial music to see that this book is read by the persons whose positions in industry make them the logical individuals to set the desired action in motion. Such use of the book makes it effective ammunition in this campaign because this volume not only shows the reader the great extent of industrial music already developed and its value to employer and employee, but follows that up with a guide of procedure for developing any such activities in a given plant. In other words, the reader from the industrial world not merely becomes enthusiastic over the idea (so we trust) but has the actual information wherewith to carry it out.

Many of the national organizations of which the scheme of membership is that of a chain with local groups as the links have a twofold relation to music in industry. The part of the national organization is to supply its member groups with information as to such service activities. The part of the latter is to transform that information into action. Therefore, if the individual reader belongs to a local branch of any of these national organizations concerned with human welfare, his course of procedure after reading this book is clear. He can work through that particular local group and lead it to take the initiative toward offering coöperation to the business firms of the town along the lines of industrial music.

### Where the Music Club Enters

One of the local groups which logically plays a part in this scheme is the music club. The appropriateness of its taking the above action

is shown by the fact that for several years the National Federation of Music Clubs has had a National Chairman on Music in Industry, while many of the State Federations have appointed a state chairman for this work. The National Chairman at the time of writing was Mrs. Edmund J. Tyler of Chicago. The latter has made some telling points as to the value of such activities and has also offered some suggestions for club action in a leaflet on "Industrial Music", issued by the National Federation. She remarks therein:

"Nearly every organization has people who are talented in one way or another and who are interested in furthering their musical education. The question is sometimes asked, 'Where do our young men and women who are in the high school choruses and orchestras go after graduation?' They should be organized in some way, and as most of them go into industry this seems to be the logical place to seek them and to organize choral and orchestral groups. The attempt should be made to use these band and orchestra members of the high schools where they may be of some use to the community. If full bands can not be organized, then quartets, cornets and trombones, clarinets and saxophone, clarinets and flutes or small orchestras with strings and woodwinds and brass may be used. The quartets, bands, choruses or orchestras thus organized under proper direction will be able to give the community and the industry itself some very worthwhile programs that will appeal to all classes.

"The matter of financing such a group is one which naturally comes up right at the beginning. There are many ways to do this. Either the industry will be willing to take care of the matter, at least temporarily, or it can be handled by private subscriptions either within or without these various groups. Later on these different organizations will be able to handle their own finances.

### Oh, That Boarding House!

"Music is a great emotional outlet. When people who have been working all day meet at 5 P.M. for an hour of chorus or ensemble practice and then possibly have supper together, the thought of returning to the drab surroundings of a boarding house seems more endurable.

"The building up of such a work will naturally take a long time,

for it is a prodigious undertaking, but it is truly an opportunity to use local material to inculcate an interest in musical entertainment and education in our own communities. We have the people, the talent and the money and it is our opportunity to put these to work for the happiness of the less favored and for the peace and welfare of our great country."

That federation's division of Music in Industry owes its inception to the organization's Biennial in 1923 at Asheville, where the suggestion was presented by Antoinette Sabel, who became its first chairman for this activity. Miss Sabel reported in November, 1924, the appointment of eighteen state chairmen.

We may supplement the excellent suggestions of Mrs. Tyler, reproduced above, with the following analysis of the situation. As we see it, the relation of a local club—or, in fact, of any other local group—to the question of music among the industries of its town may be twofold:

1. The club may stand ready to provide musical entertainment for industrial groups, particularly where it is desired by the workers themselves for some special occasion, such as Christmas, a shop meeting, etc.

2. The club may also, at the request of the workers or of the personnel manager, assist the workers in starting vocal or instrumental activities among their own group—this by helping them to secure the necessary music or a well qualified director or other essentials for carrying on the activity.

### Music Week an "Open Sesame"

We must not delude ourselves, however, with the idea that the desire within an industrial plant for such help from the outside will always come out of a clear sky and without some such preparatory effort as is intimated above. What may, however, be an "open sesame" to an entry of music into a plant is an initial objective in the form of preparing for National Music Week. There is no reason why those on the outside may not suggest to a given plant that it take part in the local observance of Music Week, just as the schools, churches and other community groups are asked to participate. That entering wedge may be in the form of either one or the other or both of the forms

of approach enumerated above—namely, the special programs for the workers or the inauguration of employee musical activities. Once the opening has been made, there will probably have been established between the outside group and the plant a friendly relation which should make further coöperation between the two an entirely spontaneous affair.

One of the state chairmen on industry of the National Federation of Music Clubs has been especially active in promoting the first of the two above programs of industrial music. The state is Tennessee and the chairman Mrs. George Harris Morris. She asked the clubs of her state to specialize during the week of October, 1928, on arranging programs for industrial groups—offering prizes to those clubs standing highest in this activity.

Another active state chairman has been Charles Farwell Edson of Illinois, whose personal connection with the movement has been narrated in a previous chapter, with regard to the choral society of the Universal Portland Cement Company at Chicago. Mrs. Tyler reports Mr. Edson as having interested many firms in industrial music and having succeeded in starting them on their way. The list of especially vigorous chairmen, so Mrs. Tyler adds, is also to be swelled by the names of Mrs. D. D. Nye of Indiana and Miss Lucy Wolcott of California.

A direct report to our office from Mrs. Florence Bremon has told of her activities in this regard on behalf of the Maine Federation. Mrs. Bremon's activities, which have centered about her home city of Portland, have been along the line of helping the industrial workers to start their own musical activities. Those efforts had to do specifically with the Huston Biscuit Company, the American Can Company, Rines Bros., the New England Tel. & Tel. Company and other firms.

### Women's Clubs Take Action

What applies to local music clubs with regard to music in industry is valid as well for women's clubs of a general nature, particularly those having an active music department. Indeed, this entire matter of industrial relations is one which engages the careful thought of the national organization, the General Federation of Women's Clubs. The

WHERE THE LADIES FUNCTION AS BANDSWOMEN

Instrumental playing an appropriate activity at plant of C. G. Conn, Ltd., manufacturers of band instruments, at Elkhart, Indiana.

particular field of music in industry has become the joint concern of two allied sections of this highly influential body. They are the Department of Public Welfare and the Division of Music. Through an arrangement with the chairman of the former, Mrs. Sadie Orr Dunbar of Portland, Oregon, a coöperative agreement is being established between her Division of Industry, of which the chairman is Marie Comstock of Alpena, Michigan, and the Music Division, headed by Mrs. Mina G. Del Castillo of Cambridge, Massachusetts. This coalition has made available to women's clubs a leaflet entitled "Music and Public Welfare", which is obtainable from the last named lady above. The degree to which music is rated by the General Federation as an essential in industry is shown by the fact that this phase of music stands, in the above leaflet, on a footing of equality with its use, respectively, for child welfare, in correctional institutions and for public health.

In that section of the pamphlet which relates to music in industry, one finds the following suggestions as to what women's clubs can do:

I. Visit factories in the community. Contacts with an industry may be made through the personnel officer or employment manager. Find out from this official whether any musical activities are already in operation among the employees.

(a) *If there are musical activities,*

Offer assistance to those in charge of these activities, utilizing the information which you can secure without cost from the National Bureau for the Advancement of Music, 45 West 45th Street, New York City.

(b) *If there are no musical activities,*

Find out whether any employees are interested in any particular form of music. If so, help them to organize this form of activity through the assistance which you can obtain from the above source and through the co-operation of local musicians and teachers.

II. Arrange through local musicians and teachers for noon-hour programs (if such are desired by employers and employees).

III. Make blocks of less expensive tickets for local concerts, if desired, available to groups of workers at reduced prices.

IV. Coöperate with groups of workers within the plants as to securing pianos, phonographs, radios or other instruments and records.

From these two above outlines of procedure for interested groups outside the plant, we draw one point for emphasis—namely, that any such outside help should be volunteered solely where a desire for help is freely manifested.

### A Salute to the "Y. M."

When cataloguing these local agencies which are prepared to render service in this field, one must give a high place to the various local Y. M. C. A.'s. What the "Y" has done toward improving industrial relations is one of its many accomplishments for the betterment of mankind. Its work among the industries is no new thing, for it goes back to 1902, when the Industrial Department of the International Committee was organized under the leadership of Charles R. Towson. To-day the status of this work is indicated by the fact that the Association's 1927 Year Book reported 582 local Associations doing some industrial work and 3,048 plants served. At least 100 city Associations have part-time secretaries for industrial work, while there are 100 Associations in special industrial fields. All in all, there are 170,000 industrial members in the American "Y" to-day. In addition, an allied department, that of the Railroad Associations, reported 118,594 members in the Year Book. Furthermore, now that the National Council has appointed Fred H. Rindge as Senior Secretary of the Industrial Department, those within the organization expect this general movement to grow mightily in the coming years.

In these manifold industrial operations of the "Y", music occupies a secure place. This is exemplified by the fact that in an official statement of the Y. M. C. A.'s functioning in that field this paragraph stands out:

> It helps to put music into industry. This materially reduces fatigue and develops a better spirit between the various factors in industrial organizations.

That music is essential to the Association's plan is seen from the fact that it plays the leading rôle in one of the six types of activities in its suggested program of industrial work. The heading is that of "Social Activities", which are listed as follows: Shop nights and re-

ceptions; picnics and special outings; celebration of American and foreign holidays; folk songs, dances and pageants; concerts and entertainments; father and son banquets; boss and boy dinners and conferences; orchestras and bands; glee clubs and quartets; mass singing at noon or special periods.

### Self-Expression the Keynote

As to their setting, these musical activities vary as to whether the "Y" is in a big city or in an essentially industrial town. In the former, the "Y" activities are very largely in the plant or nearby. In the small industrial community they are to a great extent in the "Y. M." building, which is in many cases the only social center in the town. In such environments we find not only the usual vocal and instrumental groups but special activities such as pageants, song contests and interracial programs, with contributions from the various nationalities. Through the latter, not only do these newly acquired Americans find an outlet for their musical talents but their native-born companions obtain an education in the folk-lore of these countries. Best of all, the "Y", in these musical activities, plays upon the motif of self-expression as the keynote of this educational work.

An example of the "Y's" service in industrial relations is its work with the foremen, particularly through meetings of the various foremen's clubs. There were 1,500 of such meetings during a recent Y. M. C. A. year. Inasmuch as music plays a part in a majority of these meetings, its permeating of the employees' lives from the leaders down through the rank and file is a natural process.

Music is also fostered actively at the various conferences on human relations in industry held by the "Y", such as those at Silver Bay, New York, Blue Ridge, North Carolina, Lake Geneva, Wisconsin, and Estes Park, Colorado. It was at one of those held at the first named place, by the way, that the statements quoted in the second and third paragraphs of this book were made.

One who will study carefully the reports in the concluding chapter will see the frequent evidences of the Y. M. C. A.'s nurturing of musical talents among the workers. For instance, we find such specimens of musical promotion as that accomplished by Andrew J. Reed among the industries 'round about Chicago; the chain of musical activi-

ties developed at the properties of the Colorado Fuel and Iron Company, under the direction of George M. Kirk and Emerson G. Barrow; the general rendering of musical service such as that by the "Y" at Jersey City and the work at the numerous operations where the Y. M. C. A. is virtually the welfare department of the plant.

### "Workin' on the Railroad"

A kindred heading-up of industrial activities at the national headquarters of the "Y" is that under the Transportation Department, which is in charge of G. K. Roper. This division deals specifically with the various railroad branches of the national organization, which are located at 200 points along railway lines. Where one of these associations serves the employees of one road alone, it is generally supported to a large degree by the railroad itself, while the workers themselves help to finance the "Y" through membership fees and their expenditures in the building. These make the latter virtually self-supporting. Mr. Roper told us that the last Year Book of the Association showed that in his department there had been in the previous year 5,710 social gatherings or entertainments, in which music very generally figured and in which it sometimes played the leading rôle. He cited a meeting from which he had just returned—one at Richmond, Virginia,—and at which nine-tenths of the program was devoted to music.

This writer has come into personal contact with the railroad work through the annual preparations for the National Music Week, in which, through Mr. Roper's initiative, many of the railroad associations have taken part.

This book also bears testimony, in the concluding chapter, to the abundant yield of music through its cultivation by these railroad branches, not only in the United States but in Canada. This statement from a "Y" secretary in British Columbia is typical of the situation: "We use music in every way possible and base great faith in it."

### Forward Attitude of Y. W. C. A.

In view of the special problems inherent in the relation of women to industry, one is not surprised to find a very definite attitude toward industrial life on the part of the Y. W. C. A. That attitude has under-

gone such a gradual but logical change since the late '90's that the organization has devoted an entire—and exceedingly impressive—pamphlet to it, under the title of "The Y. W. C. A. and Industry". It is therein recorded that the evolution of the idea has now reached the point where the Young Women's Christian Association has a national self-governing assembly of industrial members. Moreover, the local Associations recognize that their work cannot reach the highest fulfillment without utilizing the experience and advice of these members—who are, in many of the cities, members of the Association's board or committees.

Actually, the field covered by this book is represented in the "Y. W." at the headquarters of its National Board by two different divisions—the Industrial Department, under Lucy Carner, and the Business and Professional Women's Department, headed by Margaret Williamson. The latter department reaches, first, the younger girls employed in offices and, second, the more adult women in the business and professional world.

To an outsider, a striking feature of the Y. W.'s work is the fact that these departments seek to deal with each girl not merely as an individual *per se,* but particularly as a worker in her particular job. While a certain degree of personal self-improvement is created among these girls, the chief purpose of the activities is that a girl may be thus equipped for better team-work with her comrades in the plant. This in turn will benefit the working conditions there, and will thus help the Association to bring a "more abundant life" to all women.

### Two Contrasting Approaches

In their working out, for reasons that are largely physical, these two departments have, in general, a slightly different approach. To a great extent, the girls in an industrial plant are contacted with through a self-governing club representing that particular plant (a group, however, which may rub shoulders with those of nearby plants in the joint activities of the Association's building). Among the business girls, on the other hand, their working place is more often near the Association's building, and these girls are therefore likely to be in the majority among those using, during the day, the cafeteria and other service facilities. Furthermore, except in the larger firms and

in the bigger cities, there are not likely to be enough girls employed in any one office to make the unit plan so readily practicable.

Whichever of the two approaches is used, the method of operation is that described in the above pamphlet as being an outgrowth of the early experimental days, and stated thus:

"Out of the experiences of these years there came a strong conviction, moreover, that if the Association was to serve women in industry, it must be giving them a chance to express themselves. Slowly the idea of doing things for the girls began to break down and in its place grew that of working and playing with them, always giving a chance for self-expression."

### Seek "Joy in the Doing"

An underlying principle in this evocation of self-expression by the Y. W. is stated by Dorothy L. Hubbard in the Association's bulletin on "The Use of the Drama with Industrial Groups" (it applies to the other arts, as well). She says: "We need to study our projects that we may make all parts function as means to greater ends, rather than allow them to become ends in themselves. . . . It is most necessary that each committee, each rehearsal, each bit of interest created in the project, be considered as important in the life of the project as the night of final production. . . . I would have the girls constantly aware of the importance of the attitude of joy in the doing."

It is with such thoughtful leadership that the Y. W. utilizes music through these two divisions. In its application of music the organization is fortunate in having a staff of highly creative headquarters and field workers who have evolved a literature of varied and practical musical material. Naturally, group singing figures largely in the scheme, and the industrial girls find many appropriate numbers in "The Song Book of the Y. W. C. A." For its numerous interracial programs, the Association may draw upon its beautiful collection of "Folk Songs of Many Peoples"—another product of the Woman's Press at the Association's headquarters in New York.

Self-expression is also opened to the industrial girls through the writing of songs for their own use, such as we saw in some of the special song sheets in Miss Carner's office. Many of these songs are born at district conferences for industrial girls, which are somewhat

in the nature of brief training schools in club leadership. The songs and other musical material are thence passed along by the delegates to their home groups, as in the case of a cantata produced with such pleasure by the girls at an Eastern conference that, as a result, it was presented afterwards by several of the girls' home clubs.

### A Dramatizing of Labor

Besides the group singing, these clubs have also made good use of music in connection with pageantry based upon industrial life. The Association's material along this line ranges from a simple musical program called "The Spirit of Labor" to the more elaborate "The Glory of the Task", with its theme of "woman's growing inheritance".

Music's place in the entertainments of these clubs is typified by an experience related in the above pamphlet on the drama. An industrial secretary, who was seeking talent for a program of plays, found five girls who could play the ukulele. They got together and worked up two "acts" by using songs, dance steps and attractive costumes, and these were so successful as later to bring the "uke" group into a definite project for the season.

With this picture in mind as to music in the Y. W.'s program, we can see that the local Associations will gladly meet the industries more than half way as to music and other such club activities among their employed girls. Moreover, a well developed Y. W. C. A. staff, with its recreation secretary helping the industrial secretary in these matters, is well equipped to give practical assistance.

### Look to the Recreation System

One community agency which is especially likely to be in a receptive mood regarding help to the industries of its town is the local recreation system. Such an organization—whether municipally or privately supported—is very frequently found coöperating with industrial groups. This is only natural, for that public body will inevitably have the support of the progressive business men of a town, as the latter will be among the first to realize the dollars-and-cents value of recreation to the community.

Such a realization was evidenced, for example, by A. B. Jones, as chairman of the Recreation Commission at Plainfield, New Jersey,

when he communicated to the local Rotary Club his belief that the town which offered the most in the way of community recreation would be favored in the location of industrial enterprises. H. B. Warner, as president of the McCall Company, made a similar statement at Dayton, Ohio, after that city had been chosen as the new location for the above publishing business. Said he:

"In answering the question as to why we selected Dayton, I can only answer that it was the 'liveableness' of your city that decided the issue. We found others with plenty of labor; others with adequate shipping facilities; others in which manufacturing conditions were equal to those of Dayton, but nowhere did we find a place where the qualities of living were as highly developed as they are here."

Conversely, William Butterworth, President of Deere and Company, reported that a model western community which had been seriously considered as the location of a new and enlarged plant of a big western company was finally turned down because a careful investigation by representatives of the manufacturing concern showed that this particular community offered less to its citizenship, both young and old, in ways of public recreation than any of the other towns under consideration, and the community was notified by the head of the company that this was the reason it was eliminated from consideration.

### Recreation Means Dollars

On the material side alone, then, the above incidents show that the supervision of industrial recreation by a city playground system is good business. That supervision, by the way, may be in one or the other or both of two modes of approach. The first is the supervision of recreational activities among the employees of individual plants as such, and the second, the reaching of the workers of the various industries in a community-wide scheme of recreation.

Now for some figures: In a recent Year Book of the Playground and Recreation Association of America, 277 organizations out of a total of 815 reporting recorded their supervising of recreation activities, chiefly athletics, for local industrial groups.

Note the remark, just above, to the effect that these activities have been largely in the realm of athletics. That is only natural, in view

of the fact that, in the past, physical recreation has played so large a part in the general recreation scheme. Of later years, however, music, dramatics and the other arts have been looming larger on the recreation horizon. Besides, many playground systems that are not yet helping the industries to foster music would do so if more skilled leadership in music were available and if funds could be provided to relieve the additional strain on the budget. This presents a situation where various outside organizations might work together toward a musical program among the workers and under the auspices of the local recreation system. The music clubs and similar groups are often in touch with the proper leadership; other organizations could supply the money, and the recreation department would have the entrée into the factories and the routine for work therein.

### The Neighbor Spirit

As to whether the musical activities are to be in the form of separate groups in the individual plants or on a general community basis, this is for the local conditions to determine. The advantages of the former plan are set forth in the course of this book. As to the case for city-wide recreation, it was stated succinctly by W. W. Panburn by an article in "The Iron Age", in which he said: "Recreation on the community plan is popular because the participants take part in it not as employees but as neighbors and friends."

By virtue of the very fact that athletics is the major industrial activity of the recreation systems, the friends of music in industry might well help these groups to build upon the foundation of sports a similar development along musical lines. The most common procedure encountered in industrial recreation is the formation of an inter-plant athletic league or association. With that in mind, we might take a hint from a plan in operation at Wheeling, West Virginia, where five basket ball leagues in the industries are kept in operation by the Board of Recreation. The scheme is that of running off five basket ball games on one evening, followed by a period of dancing.

This suggests a pairing off of music and other social recreation with athletics in some such way as that in force with some of the railroad athletic associations, which hold their athletic meets and musical competitions at the same conclave. In the case of this musical recrea-

tion, however, the competitive element need not be applied, but the spirit of emulation may profitably be fostered through some such scheme of extra-mural music. The stimulus growing out of these meetings will be apparent at both ends, with the general meetings creating enthusiasm such as will cause new activities to spring up in the individual plants, and with many new groups formed, on the other hand, for the express purpose of making a fine showing for the plant at the joint gatherings.

### A Leisure-Time Federation

A sign post on the way toward such interrelated plant musical activities is the action of the Recreation Commission of New Haven, Connecticut, in sponsoring a commercial employees' recreation association. This has provided for the employees of the different industries such varied recreation facilities as bowling, dramatics, tennis and a community orchestra.

Having in mind, then, these two types of musical set-up—within the plants and on an inter-plant basis—let us now suppose that the reader is a person within the councils of the local recreation association and that he wishes to induce that body to take some such action as above outlined. First, let him put this book in the hands of the association's officers, so that a study of it may guide them in determining what activities are suited to the situation both within the plants and in the community. The next question is "How shall we go about it?" That query is fairly thoroughly answered in the preceding chapter. We would also recommend a study of the valuable material in the handbook, "Community Music", compiled by the Playground and Recreation Association of America. On the artistic side, it will be well to confer with local musical authorities. As to the application of music to the recreation field, it might be wise to consult the New York headquarters of the above mentioned association. With the advantage of all these varied forms of advice, there should result a coördination of local efforts which should make for a smooth-running mechanism in industrial music.

### Service Clubs Step Forward

Still another form of outside help is that which may be extended by the men's service or luncheon clubs—the Rotary, Kiwanis, Lions,

Civitan, Exchange and others. By all rights, these clubs should be leaders in a movement for extending the advantages of music in industry throughout their towns. In the first place, they represent the controlling forces of industry, since most of the business executives of the town are in their membership. Second, they are pledged to the work of service to their community. Third, most of these clubs have a music committee which is used to putting forth musical effort upon a somewhat broad scale. Each of these clubs generally has a song leader and thereby the club at least has "the makings" for introducing community singing among an industrial group. With the added suggestions to be found in this book and with the club's natural approach to the situation, such an organization may readily be the medium for a general set-up of music in the town's industries.

### Other Sources of Assistance

We have not quite exhausted the list of local agencies which may be of assistance in this situation. For instance, a settlement or a community center is generally accustomed to handling much the same type of activities and with a technic similar to that required for industrial recreation. A local conservatory of music may possibly have some advanced students who will have progressed far enough to serve as directors of certain of the musical groups. The sphere of assistance may even be widened to include help from the Extension Department of the state's university, through its printed matter on recreation activities.

Through some one or more of the above organizations, those in industry may, if they so desire, receive assistance in their effort to enrich the workers' lives through music. Thus the community will become more livable and, thereby, our land will be more nearly able to meet the test set by Theodore Roosevelt when he declared: "This country will not be a good place for any of us to live in unless we make it a good place for all of us to live in."

# CHAPTER XIII

## THE FINDINGS SUMMED UP

Bands in the Lead with 267 Reported, Followed by 182 Orchestras, 176 Choruses, and Community "Sings" in 133 Plants—Reports Cover 679 Industries, and Show 911 Musical Groups, with about 50,000 Taking Part

NOW that we have examined the high spots of industrial music and have seen how those inside the plant may develop musical activities and wherein they may be helped by outside groups, there remains merely the task of summing up the survey of which this book is a record. Probably the mere bulk of the ensuing reports from individual companies will speak more tellingly as to the prevalence of such activities than anything which we might say in introducing the reports.

Furthermore, as we pointed out in the forepart of the book, doubtless these reports will by no means represent the total of musical operations that may be current at the time when the book may be read. Of the issuing of many questionnaires there is no end, and an inquiry on any given subject, no matter what the importance of the subject, is bound to suffer a lack of attention because of the inertia bred by the questionnaire mania. For that reason, despite our due diligence, extending over a period of two years, we shall be quite prepared to learn that there is many an industrial music group which is unrepresented by a report in this book. However, we have made every effort to obtain such reports, and we should be only too pleased if the complete figures as to the extent of industrial music proved considerably to exceed those quoted herein.

### Seeing the Wheels Go 'Round

A necessary preface to the reader's examination of the following statistical summary of the reports is an understanding of how we went

about securing them. First of all, we prepared an index sheet which was sent to such local organizations as Chambers of Commerce, recreation systems, music clubs, women's clubs and other groups which might be cognizant of the matter of musical activities among the workers of their communities. On that sheet these groups were to report to us the names of local firms having musical activities among their employees, and also the nature of those activities and the name of the person connected with the firm to whom we should send our questionnaire. This sending out of the index sheet was backed up by articles in various official organs of national organizations such as would be in touch with the situation. Through these various sources we obtained a large number of names of business organizations. To these we sent our questionnaire which—somewhat compressed here for the sake of brevity—was the following:

1. **Are there any organized musical activities among your employees?**
2. **If your answer to the above is "Yes," state the name (if any) of bands, glee clubs or other musical groups under following classifications, giving names and addresses of leaders, and number of workers active in each group.**
3. **How are the expenses of these activities met? If jointly by company and workers, state the respective amount, or proportion of support, from employer and employees.**
4. **Are these activities carried on in company time or in the workers' time, or both?**
5. **What is the opinion of the company as to the value of these musical activities to the health, efficiency and morale of the workers, the cutting down of labor turnover, etc.?**
6. **Cite, if possible, reports from the workers themselves as to their opinion of the value of such activities in providing recreation, relieving monotony on the job and adding to their general well-being.**
7. **Do any of these musical groups take part in the general life of the community? Which groups and how?**
8. **In what way do these musical activities help toward goodwill advertising for the company's products or for its reputation in general?**
9. **Do you have a service or welfare worker in your organization, and has such a worker any connection with musical activities among the employees?**
10. **In case there are no such activities among your workers, give names and addresses of persons who might be interested in starting some of them.**
11. **Do you have a piano, talking machine or other musical instrument for the use of your employees, and do you find it beneficial?**

As may be imagined by any one who has ever conducted an inquiry with the aid of a questionnaire, a long protracted follow-up process has been necessary in order to draw forth the proportion of replies that is represented in the final chapter of this book. It was that process which caused the inquiry to extend over a period of two years. Of the firms which did reply, many, even among those that had been reported by outside organizations as having musical groups, answered "No" to Query No. 1 of our questionnaire. The number of such was 132. On the other hand, there were some which, although giving a negative answer to the first question, made, in addition, some qualifying response which warranted our summarizing that reply in our final chapter.

### Grist for the Factual Mill

What represents the real grist for our mill is the proportion of firms reporting musical activities in actual operation. These go to make up the great majority of the summaries in Chapter XIV. The number of industrial plants or business houses in the different towns (not merely of *companies* having branches in more than one town) represented in those summaries is 679. That figure includes the firms reported by outside organizations as having musical groups and from which we received no reply to our questionnaire. If, therefore, any shrinkage in the volume of such activities is later to be noted, most of it will probably be from that quarter.

This quantitative statement of the organizations concerned may be supplemented by a more qualitative analysis, of the businesses in which they are respectively engaged. As we have already disclosed, in Chapters V and VI, the railroads head the procession as to the number of local operations from which musical activities have been reported. They are rather closely followed by the department stores. In the wake of these two leaders, there is a splitting up into more general categories, with a preponderance of representation recorded in the manufacturing field. We can best survey the entire situation by glancing at the following summary of the various industries, as to the number of local operations from which musical activities are reported:

| | | | |
|---|---|---|---|
| Railroads | 115 | Automotive Companies | 18 |
| Department Stores | 89 | Street Railways | 15 |
| Miscellaneous Manufacturing | 107 | Gas Companies | 14 |
| General Miscellaneous | 45 | Insurance Companies | 13 |
| Electric Companies | 38 | Telephone Companies | 11 |
| Textile Companies | 30 | Mining Companies | 10 |
| Steel Manufacturing | 27 | Miscellaneous Merchandising | 10 |
| Mechanical Appliances | 25 | Power Companies | 10 |
| Food Products | 23 | Banking | 4 |
| Oil Refineries | 21 | | |

**Total—625**

An apparent discrepancy between the above total of these local operations and that of the 679 previously quoted is accounted for by the fact that in the case of some of the industries mentioned by outside organizations, we were unable to learn what was the nature of the business.

Keeping in mind these two forms of analysis of the firms represented in this survey, let us next classify the activities reported by them in answer to our Question No. 2. We find that the activities in the lead are those on the part of instrumental groups, with bands holding the top position and followed reasonably closely by orchestras. The vocal activities in their entirety, however, reach a high numerical figure, with community singing sharply at the heels of the two instrumental leaders and with the several forms of choral effort constituting 176 groups, or a greater aggregate than that of the community sings.

Our tabulation of the various activities, in the three classifications of instrumental and vocal music, and miscellaneous groups, brings the following results:

INSTRUMENTAL

| | | | |
|---|---|---|---|
| Bands | 267 | Mandolin Clubs | 4 |
| Orchestras | 182 | Saxophone Quartets | 2 |
| Ukulele Clubs | 15 | Banjo Club | 1 |
| Harmonica Bands | 10 | Banjo and Mandolin | 1 |
| Drum Corps | 6 | Violin Choir | 1 |

| | | | |
|---|---|---|---|
| Saxophone Band | 1 | Bagpipe Band | 1 |
| Brass Quartet | 1 | | |

**Total—492**

VOCAL

| | | | |
|---|---|---|---|
| Community Singing | 133 | Men's Octets | 3 |
| Mixed Choruses | 76 | Mixed Octets | 2 |
| Men's Choruses | 68 | Children's Chorus | 1 |
| Women's Choruses | 34 | Colored Choir | 1 |
| Men's Quartets | 30 | Men's Trio | 1 |
| Christmas Caroling | 11 | Mixed Choir | 1 |
| Mixed Quartets | 5 | Oratorio Group | 1 |
| Colored Quartets | 4 | Women's Octet | 1 |
| Women's Quartets | 3 | Vested Choir | 1 |

**Total—376**

MISCELLANEOUS

| | | | |
|---|---|---|---|
| Operettas | 21 | Musical Shows | 9 |
| Minstrel Shows | 12 | Music Club | 1 |

**Total—43**

Thus we see that, *in toto,* 492 instrumental activities are recorded, as opposed to 376 vocal activities and 43 miscellaneous entertainments, which are largely vocal. In all, the figures show 911 musical groups as functioning at the respective times when the different reports were prepared.

In the subsidiary section of Question 2, the replies as to the directors of the various groups revealed some interesting details that have been summed up in Chapter II, as, for instance, the goodly number of company executives who have been functioning as leaders of these groups, as well as the number of workmen from the ranks who conduct ensembles made up of their comrades.

### An Inventory of Humans

In passing, it may be of significance to sum up the total number of actual participants in the musical groups as reported by the different

RICH OUTPUT OF MUSIC AT STEEL CENTER

A musical factor in its section is male chorus of Tennessee Coal & Iron, which functions in vicinity of Birmingham, Ala., home of the company.

industries. Such a figure must be partially an estimated one, for the reason that, out of the 911 groups reported, only in the case of 365 groups did we receive a statement as to the number of participants. The total number of workers taking part in those activities runs up to 14,650. Remembering, now, that this figure represents 365 groups as opposed to the entire number of 911 reported in the survey, we may begin to venture an estimate of how large a mass all these industrial music-makers would form if they could be brought together on some gala occasion. We may readily say that the number would be at least twice the 14,650. Indeed, we would probably not be stretching the truth if we should triple that figure.

Let us, for instance, take into consideration the fact that, of the firms reporting community singing, only a very small percentage mentioned the number of participants in that activity. Inasmuch as the latter so generally enlists almost the entire personnel of an organization, this circumstance justifies us in further raising our figures to three times the original number or to almost 50,000 participants. When we add to this estimate the other thousands of those from within the plants who enjoy listening to the music of the 50,000, we widen to an imposing degree the circle of influence of music in industry.

### Fifty-Fifty on the Upkeep

When we consider the extent to which industrial music benefits not only the employee but the employer, we need not be surprised at the summary of the replies to Question 3, that as to the financing of these activities. This shows that in 106 instances the activities are entirely supported by the company. In addition, two other firms agree to meet any deficit that may be incurred by the musical groups. The mutual advantages of industrial music are also shown by the fact that in 40 of the cases recorded the monetary support is virtually a fifty-fifty matter between the firm and the working force, while in 38 other plants there is similarly divided responsibility, but on a more indefinite basis. To these figures are to be added those of the 46 establishments where the activities are financed solely by the participants and of the nine where the activities are self-supporting and the fifteen where they are partly so.

These figures speak for themselves, not only as to the recognition by the employer of the values of industrial music but of the employees' practical acknowledgement of such values through their so frequently providing for the upkeep of their musical groups, whether wholly or partially. The absolute loyalty of these employees to their own music-makers is shown in those instances where they have insisted upon maintaining these groups even where the company may have withdrawn its support.

### Where Time Is Money

That industrial music pays dividends for both employer and employee is also evidenced by their respective contributions in the matter of time. For example, 32 of the companies consider the musical enterprises so essential that they allow the activities to be entirely conducted on company time. This figure is reënforced by that of the 122 organizations where there is a half-and-half utilization of time of company and workers. The employees' share in the latter arrangement shows their own keen interest in the music, which is even more illustrated by the fact that with 113 firms the activities are solely on the workers' time.

Above we see an expression in terms of both money and time—two of the most highly prized possessions of us mortals—of the value of industrial music, as voiced both by employer and employee. That expression is backed up by the articulate opinions stated in reply to Questions 5, 6 and 8 of our questionnaire. In a very high proportion of the reports submitted to us there was some comment as to the value of industrial music, and in all but a handful of the cases the estimate was a distinctly favorable one. Many of these favorable opinions are introduced in the chapter headed "The Benefits Are Mutual" and in all those chapters describing the high spots of industrial music.

Besides the above phenomena of the utilitarian and human attributes of industrial music, we find one manifestation of the latter aspect in the replies to Question 7, which is as to whether the musical groups of a particular plant take part in the community life. Those answers showed that in 151 instances these groups do give of their services for various civic and charitable purposes.

Experts in human relations in industry may profitably meditate upon the summing up of the replies to the question, "Do you have a service or welfare worker in your organization, and has such a worker any connection with musical activities among the employees?" In the summaries of our final chapter no mention is made of the negative replies to this question but only of those instances where there was an affirmative reply in some one of several forms. Those forms are so varied that the proportion of any one to the whole number of replies on that subject is not large. The latter total, by the way, is 135 organizations. Of these, 38 mentioned a service or welfare worker by name but did not state whether he or she had any connection with the musical activities. On the other hand, 21 other firms reported their employing a service worker who did have contact with the musical groups, as compared with 32 additional firms where the worker had no such relation with music in the plant.

### Who Does the Service Work?

Various equivalents of the above plan of operation were noted, as in the 13 instances where whatever welfare work was done was said to be in charge of a personnel department or one of service and employment. There was no statement as to whether the above departments had anything to do with music among the workers, but such a connection was stated in 10 other instances. In seven cases the reply was that an industrial relations plan took these matters into account, while a like number of companies reported their service work as being in charge of the Y.M.C.A. That last figure should probably be augmented by the number of railroad Y.M.C.A.'s. Scattering allocations of this same responsibility were those of two plants to their educational departments and two to their employees' associations.

### Instruments in 273 Plants

Only one other question in our list remains to be summed up, the final one as to the provision of musical instruments for the employees. One can feel justifiably confident that the very encouraging figures as to that point would be greatly raised were answers on this subject to be had from those plants from which we had no direct report—merely a notation from an outside organization. Even so, we find a

total of 273 organizations recording their supplying of some sort of instruments for their employees' use. Among them, 36 did not particularize as to the nature of the instruments. However, 150 firms reported a piano as part of their recreation equipment, with 69 listing phonographs and 15 mentioning a radio. In addition, the growing vogue of the pipe organ is represented by at least four firms which have installed that noble instrument at their headquarters.

### Crystal-Gazing into Future

These latter figures, cheering as they are, also show signs of constant growing, apace with industrial prosperity and with a consequent enlargement in the provision of rest rooms, recreation halls, auditoriums and club houses for the use of industrial workers. Indeed, the entire field of music in industry seems ready for an increasingly extensive cultivation. Such cultivation will be in keeping with the growth in the business world of an understanding of the problems of human relations in industry and with the permeation of industrial life by the ideals of social service.

# CHAPTER XIV

## WHAT THE REPORTS SAY

Comparisons between Records of Various Cities and States Show Influence upon Musical Output of Centering of Industries in Certain Districts—Local Conditions Revealed by Summaries in Capsule Form

IN looking through the following summaries of reports on individual industries, the reader may keep in mind the reproduction, in the previous chapter, of the questionnaire used in this survey. The extent to which the questionnaire was circulated is indicated by the fact that two editions, which totaled 10,000 copies, were required. The mere tabulation of the replies was a considerable task but not so much so as a careful study of the reports for the purpose of making the following summaries and especially of the quest of further information. The latter search brought forth much of the additional data which is presented in Chapters V to X. That data was sought out through letters asking for elaboration upon interesting points in the previous replies. If any information of interest was missed in that process, it is due to the fact that some of the organizations did not avail themselves of this opportunity to coöperate more fully in this matter of mutual concern.

When making up the summaries presented in this chapter, we endeavored to state the facts embodied in the individual reports in such a way that the compilation of them would not be a dry mass of statistics but would shed some illumination upon the underlying principles of music in industry. Much of that light is reflected from the comments epitomized in the summaries under the heading, "Opinion." In putting together those comments, we of course included the few unfavorable opinions along with the great majority of those expressing approbation. In this way we sought to transfer

to the printed page as much of the picture of local conditions in a plant as we were able to form from its report.

### Industrial Centers Stand Out

As the reader glances through the reports that follow, he will be struck by the concentration of information from certain communities. In most cases that is simply caused by the fact that these are strongly industrial towns. If any such do not figure as largely as they should, this is probably for the reason that our media of information in those communities were not as satisfactory as those in other places.

Another mode of comparing the various reports is a geographical one—that of the representations of the different states in industrial music. Once more, those states which lead in the ratio of activities to the extent of their population are states including a large number of essentially industrial towns. Conversely, most of the states which stand lowest are those devoted to other pursuits than industry. However, some of those states would be found ranking low, quantitatively, in any such survey of musical activities—this for the reason that they are pioneer states where the arts are not yet as far developed as in some of the older commonwealths. We may expect, therefore, that as the general degree of culture advances throughout the country, these states will join their elders in as extensive a harvesting of music as the latter have to their credit.

With this preamble, Ladies and Gentlemen, we open the curtains upon the final exhibit in this exposition of music in industry.

## ALABAMA

### BIRMINGHAM

*Name of Company*—American Cast Iron Pipe Co.
*Nature of Business*—Manufacturer of Pipe
*Activities:*

Community Singing about once a year, with a different leader.

Colored Band, formerly active under the direction of J. T. MacKenzie, Chief Chemist.

Expenses of activities met fifty-fifty by company and employees, and carried on in the time of both.

OPINION: "Very helpful. Activities used for social benefits rather than for advertising."

Musical activities promoted by Secretary of the Y.M.C.A.

Piano used with motion pictures, and helps immeasurably.

Report submitted by: L. L. Trent,
*Secretary, Acipco Y.M.C.A.*

In a later report Mr. Trent mentioned a community orchestra which practices in the Y.M.C.A. but is not an employee affair altogether. However, the "Y" is a company and community institution supported entirely by the A. C. I. P. Co.

* * *

*Name of Company*—Tennessee Coal, Iron & Railroad Company
*Nature of Business*—Mining, Manufacturing
*Activities:*

Community singing in eight of the company villages led by teachers in the schools, which are maintained in great part by the company's funds.

T. C. I. Male Chorus: *Director*—Stephen Allsopp

T. C. I. Band: *Director*—Sam Costa

Musical activities financed by company; rehearsals held in evenings. Groups give concerts for community and take part in entertainments. Activities organized for the pleasure and recreation of employees and their families.

All musical activities come under jurisdiction of Winifred Collins, Superintendent, Department of Social Science.

Report submitted by: Winifred Collins,
*Supt., Department of Social Science.*

(For account of T. C. I. Male Chorus
see chapter on steel companies)

A later statement from George G. Crawford, President of the company, is to the effect that community sings are being held with both the white and colored employees at Docena, Muscoda, Wenonah, and Greeley. "All Day Sings" are held occasionally in some of the villages. The company also plays a part in furnishing musical instruction in the schools. These are operated jointly with the county, the company furnishing the buildings and the upkeep and supplementing the salaries in order to secure satisfactory teachers who are willing to live in those villages. There are pianos and phonographs in all of the instructors' homes, community houses, fraternal halls, churches and kindergartens. The physical education work is carried on with phonograph music, and talking machines are used in some of the kindergartens instead of pianos.

* * *

A report from the U. S. Steel Corporation mentioned a colored choir and quartet among the workers at the Edgewater Coal Mine and a colored quartet at the Bayview Mine, both of the above company.

## FAIRFIELD

*Name of Company*—Tennessee Coal, Iron and Railroad Company
*Nature of Business*—Mining and Manufacturing
*Activities:*

Colored Quartet at Steel Works.

Report submitted by: U. S. Steel Corporation.

## WESTFIELD

A report from the U. S. Steel Corporation on this village of colored employees of the Tennessee Coal, Iron and Railroad Company mentioned three choral groups of the workers' children and connected with the two local schools.

# ARIZONA

## PHOENIX

*Name of Company*—McArthur Brothers
*Nature of Business*—Automobile Dealers
*Activities:*

Use a phonograph in the salesroom with good results.

# ARKANSAS

## EL DORADO

*Name of Company*—Chicago, Rock Island & Peoria Railway
*Nature of Business*—Transportation
*Activities:*

Band: *Director*—C. A. Wallick

Expenses of band met from $3.00 monthly dues from members.

Activities carried on in workers' time.

Report does not indicate direct sponsorship of, or interest in, the band on the part of the company.

Piano and talking machine used by employees and enjoyed.

Report submitted by: C. A. Wallick,
*Band Director.*

## FORT SMITH

C. H. Wortz, of the Wortz Biscuit Company, reports his leading community singing during Music Week at factories and mercantile establishments.

## PINE BLUFF

*Name of Company*—St. Louis Southwestern Railway
*Nature of Business*—Transportation

Former enthusiastic reports concerning the male quartet of employees in the railway shops at Pine Bluff were succeeded by a word from A. C. McKibbin, Director of Public Relations for the railroad, to the effect that the quartet had been dissolved and that the railroad did not have any musical organization at that time. Mr. McKibbin's opinion regarding the quartet is as follows: "We consider it a valuable asset from the standpoint of health, efficiency and morale. It has made the company known in communities where it was little heard of and it created good will for the company."

Report from Railroad Y.M.C.A., Pine Bluff:

"We conduct religious meetings in the St. Louis Southwestern Railroad Shops and have group singing. There is one man who plays the organ and sings solos for our meetings. We have a very good response to our request that all sing with us. We occasionally have a social sing at the shops and the men enjoy singing together. We use old hymns, plantation melodies, etc., and the men request that we come back and help them pass the noon hour in this way."

John R. Glenn,
*Gen. Secy., Y.M.C.A.*

# CALIFORNIA

## ANAHEIM

*Name of Company*—Harry D. Riley
*Nature of Business*—Automobile Merchandising
*Activities:*

Community singing, with 40 participants.
*Leader*—Harry D. Riley
Mixed Chorus: *Director*—Harry D. Riley

Song books purchased by firm. Activities carried on in workers' time.

OPINION: "Splendid. A few good songs break down barriers and create a friendlier, warmer atmosphere at our meetings. The workers all believe in and enjoy the singing. . . . We just naturally keep the whole neighborhood awake and the neighbors are all thinking Studebaker while we are exercising our voices."

Report submitted by: Harry D. Riley,
*Proprietor.*

## BERKELEY

*Name of Company*—Wheeler Mfg. Company
*Nature of Business*—Felt Specialties
*Activities:*

Orchestra of 15 pieces, sponsored by company and including several employees. Orchestra plays for service clubs, municipal functions and on other occasions.
Musical instruments provided for use of employees.

Report submitted by: R. C. Wheeler,
*General Manager.*

## FRESNO

*Name of Company*—Cooper's, Inc.
*Nature of Business*—Department Store
*Activities:*

Community singing, every morning at 9 A.M.
*Director*—F. Stanley Buckland
*Accompanist*—Alta Diehl
Informal choral singing for special occasions.

Activities carried on both in company time and workers' time.

OPINION: "Employees are almost unanimously agreed that the fifteen minutes of song is a splendid investment for the store, putting pep into the organization."

Chorus occasionally visits County Hospital and Old Folks Home. Has also made up most of the chorus for the annual Raisin Day Pageant.

Report submitted by: Mrs. Anne D. Cooper,
*President.*

* * *

*Name of Company*—Sun-Maid Raisin Growers' Association
*Nature of Business*—Packing and Shipping Raisins
*Activities:*

Community singing by Iron Boys' Club and Red Bonnet Girls' Club.
*Leaders*—For boys: L. B. Williams
For girls: Hazel Shattuck

Male Quartet: *Director*—Clarke E. Demorest

Expenses of activities maintained by company with approximate appropriation of $1,000 per year. Employees defray cost of their own meals. Activities carried on in workers' time.

OPINION: "Excellent. Employees' attitude would indicate they think this very valuable, particularly since entertainment is supplied by those within the club. Serves to place us in a favorable light to the membership of the Coöperative, for whom we work."

Male Quartet takes part in general life of community. Membership of musical organizations made up mostly of office workers, together with superintendents, foremen, executives, etc.

Welfare work handled by Welfare League, composed only of employees.

Report submitted by: Albert M. Paul,
*General Manager.*

## LOS ANGELES

A report from a group which is not exactly a commercial or industrial organization is that from the Department of Water and Power of the City of Los Angeles. Hubert Whitehead, its Superintendent of Recreation and Athletics, reports a men's glee club and the Department's band and orchestra. The chorus is directed by Mr. Whitehead and the instrumental groups by J. Wesleigh Heath. The expenses are met by the Department. The activities are carried on in the workers' time, with rehearsals after hours and singing by the glee club at noon. As to the opinion of the Department, Mr. White says, "The fact that the Department supports the activities speaks for itself. The groups interested appreciate the value of the activities." The orchestra plays over the radio and the band for special affairs. A piano is much enjoyed by the employees.

* * *

*Name of Company*—Barker Bros., Inc.
*Nature of Business*—Retail Furniture
*Activities:*

Community singing, before sales meetings.
*Director*—Ray Condit

Phonograph installed in the drapery workroom.

OPINION: "The company is in complete harmony with any movement of this kind. The phonograph in the drapery workroom unquestionably speeds up production between the hours of two and five o'clock P.M."

Welfare Department supervises musical activities. F. M. Erwin is its manager.

Report submitted by: C. A. Turney,
*Supt. of Employment.*

* * *

*Name of Company*—Broadway Department Store, Inc.
*Nature of Business*—Mercantile
*Activities:*

Community singing, once a month.
*Leader*—Hugo Kirchhofer
Mixed Chorus: *Director*—Hugo Kirchhofer

Expense of activities met by company. Activities carried on both in company time and in workers' time.

OPINION: "Very uplifting. The manner of the employees' response indicates that they are heartily in accord with the plan."

Store takes part annually in community singing of Eisteddfod contest, winning first prize each year, says report.

Store has welfare workers but they have no connection with musical activities.

Report submitted by: E. W. Lewis,
*Assistant to Superintendent.*

* * *

*Name of Company*—Bullock's, Inc.
*Nature of Business*—Department Store
*Activities:*

Community singing, by entire store group, numbering 2500.

Music at group gatherings on leading holidays with solos and quartets from employees.

A mixed chorus of 250 was discontinued because of difficulty in securing enough male voices.

Piano in women's rest room.

Report submitted by: Walter S. Young,
*Personnel Superintendent.*

* * *

*Name of Company*—California Dairies, Inc.
*Nature of Business*—Creamery
*Activities:*

Band of 30 players: *Director*—John Smith

Radio available to employees.

Activities carried on both in workers' time and in company time.

OPINION: "Is a fine thing for any organization. . . . Is the cheapest and best advertising."

The band is used to build community interests.

Musical activities handled by Personnel Division.

Report submitted by: C. F. Brackett,
*Personnel Manager.*

* * *

*Name of Company*—Goodyear Tire and Rubber Co. of Calif., Inc.
*Nature of Business*—Tire Manufacturing
*Activities:*

Friars Minstrel Show (male chorus): *Director*—George H. Brinker

Goodyear Blue Blowers Orchestra: *Director*—M. Delguerra

Expenses met by Employees Activities Committee, and activities carried on in workers' time.

OPINION: "A healthy activity."

The minstrel show is given at the Soldiers' Home and Orphanage.

Piano and phonograph enjoyed by employees.

Report submitted by: A. B. Cleaves,
*Personnel.*

* * *

*Name of Company*—Jacoby Bros., Inc.
*Nature of Business*—Dry Goods Store
*Activities:*

Community singing with all the employees: *Director*—Rae Condit

Expense of activities met through special fund. Activities carried on in workers' time.

OPINION: "Improves morale."

The welfare work is done by the personnel head, Helen M. Landis.

A piano is used and is found very beneficial.

Report submitted by: G. I. Jacoby,
*Superintendent.*

* * *

*Name of Company*—H. Jevne Company
*Nature of Business*—Wholesale Grocers and Manufacturers
*Activities:*

Salemen's weekly songfest.

Activity carried on in company's time.

OPINION: "Our salesmen's weekly songfest is of value to the efficiency and morale of the men. We have a piano and could not get along without it."

Report submitted by: C. F. Silverstein,
*Assistant Sales Manager.*

* * *

*Name of Company*—Los Angeles Gas & Electric Corp.
*Nature of Business*—Manufacturing and Supplying of Gas and Electricity
*Activities:*

Orchestra of about 25 players
*Director*—J. T. Boudreau

Radio and entertainments, both within and outside the plant, have been given by talent from among the employees.

Activities carried on both in workers' and company time.

Groups take part in general life of community.

Employees' Association has a chairman of Music Committee, C. E. Bates.

Musical instruments for use of employees, and found beneficial.

Report submitted by: C. F. Stanley,
*Secretary, Employees' Association.*

* * *

*Name of Company*—Southern California Edison Co.
*Nature of Business*—Electric Power
*Activities:*

Edison Chorus of 75
*Director*—Hugo Kirchhofer

Chorus dues, 50c per month during season. Company makes up any deficits. Activities carried on in company time.

OPINION: "Officers of company believe the work is well worth while and support the same most cordially."

The chorus gave 50 radio programs at Christmas for two years. It appeared on two occasions at the Electric Club of Los Angeles. A semi-public concert is given each year.

Welfare workers in employment department have no direct connection with musical activities.

Piano enjoyed by employees.

Report submitted by: B. F. Woodard,
*Assistant General Counsel.*

*Name of Company*—Southern California Tel. & Tel. Co.
*Nature of Business*—Telephony
*Activities:*

Double Male Quartet: *Director*—George Sullivan
Women's Glee Club of 50 girls: *Director*—C. J. Schubert

Expenses of activities met by employees. Activities carried on in employees' time.

Double Male Quartet sings for clubs, lodges, etc., and made thirty appearances in one year.

Welfare Department has no active connection with musical activities.

Pianos and talking machines for use of employees, and found beneficial.

Report submitted by: G. R. Rutherford,
*Operating Results Supervisor.*

* * *

*Name of Company*—Union Oil Company of California
*Nature of Business*—Oil
*Activities:*

Concert, presented at Head Office during winter of 1926-27, using only employee talent.

Organization of mixed chorus and orchestra contemplated.

OPINION: "We are fully in sympathy with your idea of fostering musical activities in business concerns; we recognize the value of it in promoting *esprit de corps* in the personnel of the company; we recognize its cultural advantages and the employees seem interested in it. Whereas our activities along this line are really only starting, we hope that the next year or two will see considerable advancement."

Piano in cafeteria, available for practice purposes after business hours.

Report submitted by: Gerald G. Blue,
*Manager, Insurance and Personnel.*

* * *

*Name of Company*—Union Pacific R. R. Co.
*Nature of Business*—Transportation
*Activities:*

Concert Band of 45 players: *Director*—M. S. Sullins
Dance Orchestra of 9: *Director*—Billy London

Fifty-fifty sharing of expenses of activities by company and employees. Activities carried on both in workers' and in company time.

OPINION: "Company well satisfied with results, and is organizing bands at other terminals. It is the consensus of opinion among the officials that our activities are resulting in a higher efficiency and a better morale. Since our organization labor turnover has reached its minimum. Employees enjoy request numbers at weekly concerts and foremen state that much more interest is taken in the work. Men claim band greatest recreational feature road has. Many of the members report that their time spent with music has resulted in an educational and social asset."

"By participating in civic parades and industrial pageants, we have become an acknowledged source of advertising." Participation of the band at the Baker Rodeo resulted in the securing of a 4-carload shipment of shoes by way of the Union Pacific Lines. The playing of the band at an Elks Fiesta resulted in the securing of a special train by the Elks on the Union Pacific for their National Convention.

Both groups take part in the community life—the band in park concerts, celebrations and picnics, and the orchestra at banquets, dances and on the radio.

Piano and radio in assembly hall and found beneficial.

Report submitted by: M. S. Sullins,
*Band Director.*

* * *

The following activities reported by Civic Bureau of Music and Art, but no report received from firms:

Bureau of Power and Light, Band and orchestra
California Bank, Glee Club
Inquiry to: Mr. Jones
Mullen and Bluett, Glee Club
Inquiry to: Mr. Andrew Mullen
Pacific Electric Railway Co., Band
Inquiry to: Mr. Earle Moyer
Southern Pacific Co. Shops, Band being organized
Inquiry to: Mr. E. W. Bullock

## MONTEBELLO

*Name of Company*—* Simons Brick Company
*Activities:*
Band and Orchestra
Inquiry to: Walter Malone, Manager
(* Data supplied by Chamber of Commerce)

## ONTARIO

*Name of Company*—Armstrong Nurseries
*Nature of Business*—General Nursery Business
*Activities:*
Community singing occasionally by the entire organization.
Male Quartet: *Leader*—Alec Elmslie

Fifty-fifty defraying of expenses by company and employees. Activities carried on in workers' time.

OPINION: "We have found the small amount of activity in our organization to be very beneficial and probably shall strive to increase the interest in the future."

Male Quartet occasionally sings before clubs.

* * *

*Name of Company*—Edison Electric Appliance Co.
*Nature of Business*—Makers of Electrical Appliances
*Activities:*
Community singing in a desultory way. Usually led by William Batchelor.

Report submitted by: George T. Barr,
*Personnel Department.*

* * *

*Name of Company*—Ontario Power Company
*Nature of Business*—Electric Energy
*Activities:*
Community singing with 100 participants: *Leader*—C. W. Walker
Mixed Chorus of 10: *Director*—C. W. Walker
Orchestra of 4: *Director*—Mrs. H. S. Brigden

Company and workers go fifty-fifty on maintaining expenses of activities, which are carried on both in workers' and in company time.

Report submitted by: DELLA MITCHELL,
*Secretary to General Manager.*

## PASADENA

*Name of Company*—F. C. NASH & COMPANY
*Nature of Business*—Department Store
*Activities:*

Several musical programs during year for employees and friends.
Male Quartet.
Orchestra of 8 players: *Director*—Mr. Oji
Annual Minstrel Show: *Director*—Mrs. F. C. Nash
Activities on workers' time.
OPINION: "More interested in organization and in work."
Welfare work limited to visiting the sick.

Report submitted by: F. C. NASH,
*President.*

## SACRAMENTO

A report from Charles T. Smith, of the music department of the John Breuner Co., included this statement: "We have means of providing our employees with musical entertainment through local talent."

* * *

*Name of Company*—* WEINSTOCK LUBIN CO.
*Activities:*

Glee Club
(* Report supplied by Chamber of Commerce)

* * *

The larger department stores of Sacramento all had programs during the entire Music Week of 1928, according to a report from Estelle Woods, the secretary. Some had community singing in the morning, but others also had instrumental and vocal solos throughout the store in the afternoon.

## SAN DIEGO

*Name of Company*—THE BINGHAM STORE
*Nature of Business*—Department Store
*Activities:*

Community singing, every Tuesday morning: *Director*—Wallace Moody
OPINION: "Everybody participates from the proprietors down to the lowliest errand boy."

Report submitted by: WALLACE MOODY,
*Director of Singing.*

* * *

*Name of Company*—HOLZWASSER
*Nature of Business*—Department Store
*Activities:*

Community Singing, twice weekly: *Director*—Wallace Moody

Women's Chorus, directed by a store employee

OPINION: "Community singing, instituted four years ago, still continues with unabated interest."

Report submitted by: WALLACE MOODY,
*Director of Singing.*

* * *

*Name of Company*—THE MARSTON COMPANY
*Nature of Business*—Department Store
*Activities:*

Community singing at Christmas time: *Leader*—Wallace Moody
Mixed Chorus: *Director*—Wallace Moody

Company pays salary of director and other expenses. Members of chorus pay 25 cents per month for music.

Chorus rehearses after closing time every Monday evening, and sings from 8 A.M. to 9 A.M. at Christmas time and during May Day.

OPINION: "Results very satisfactory. Personnel of chorus are all enthusiastic over results obtained. Members take part in community chorus work. We do not feature the chorus for advertising purposes; it is purely for recreational and educational purposes."

Welfare Department discontinued at time report was submitted.

Report submitted by: D. W. SCHICK,
*Superintendent.*

## SAN FRANCISCO

*Name of Company*—THE EMPORIUM
*Nature of Business*—Department Store
*Activities:*

Emporium Glee Club of 30
*Director*—Mrs. Mary Dietrich of the Welfare Department

Expense met entirely by company. Activities carried on in workers' time.

OPINION: "We consider it a very good influence on the morale and well being of our employees. Under a new change of management we look forward to a development of this club because of the support it will be given by the executives. The regular attendance of the workers indicates that they consider it worthwhile for many of them have families and it would be much easier for them to go home after work instead of coming to the Glee Club. We have concerts for the general public in the store. These are always advertised in advance and the public come to hear them."

The programs are broadcast over the radio.

The welfare work is in charge of Miss D. Keeney.

Piano and talking machine enjoyed by employees.

Report submitted by: MRS. VIOLA BURKE,
*Assistant Educational Director.*

* * *

A report from the San Francisco Real Estate Board indicated a male glee club of twenty-one directed by Eugene Blanchard, and an orchestra of eleven led by Jesse W. Kutz.

Sixty per cent of the expenses are maintained by this trade association, and the remainder by the employees.

The activities are carried on in the time of both.

The opinion was that the music promoted contacts and provided entertainment at social gatherings.

ITS BAND A NECESSITY AT COMPANY'S OUTINGS

Need for music at picnics of Connecticut street railways led to formation of group shown here in park setting.

Both organizations take part in civic gatherings. A national tour takes place once a year, and also a state tour. Many programs have been given over the radio.

### SAN JOSE

*Name of Company*—*O. A. Hale & Company
*Activities:*
Christmas Caroling
* Data supplied by Homer Dewitt Pugh.

### STOCKTON

*Name of Company*—Stockton Record
*Nature of Business*—Newspaper
*Activities:*
Band of 40 carrier boys: *Director*—Charles D. Smith
Activities carried on both in workers' and in company time.
OPINION: "It gets a better grade of boys for carriers and holds them as carriers longer than would otherwise be the case. Some six or eight former *Record* carrier band boys are now professional musicians. They attribute their success to initial training on *Record* band."
Band not allowed to accept pay for services. Used in parades and holiday exercises, dedications of public buildings and other community affairs.
Report submitted by: L. V. Peterson,
*Assistant Business Manager.*

## COLORADO

### DENVER

*Name of Company*—Continental Oil Company
*Nature of Business*—Petroleum Products
*Activities:*
Conoco Women's Glee Club of 20 members.
*Director*—Oliver W. Gushee (also its accompanist)
Expenses met by glee club members and activities carried on in workers' time.
OPINION: "Company thinks it a good thing. A splendid advertising medium. The company realizes that fact. Workers very enthusiastic—receiving musical education to certain degree—and realize many beneficial points."
Chorus performs at service luncheon clubs occasionally, and is active at Christmas time and during Music Week.
Piano for use of employees and found beneficial.
Report submitted by: Oliver W. Gushee,
*Clerk.*

* * *

*Name of Company*—The Denver Dry Goods Co.
*Nature of Business*—Department Store
*Activities:*
The Music Club, which covers all the musical activities of the store. Number of active members, 80. Expense met 50/50 by store and employees. Activities carried on in the time of both.

OPINION: "It is conceded that our music club adds much to the general welfare of the store. Its great aim is to promote a social spirit. The belief of the members of the club in the value of the organization is shown in the fact that we have 24 members who are charter members, that is, have maintained an active membership for five years."

The chorus sings at churches of all denominations and at city functions in the City Auditorium.

There is a welfare society among the employees but it is not directly associated with the musical club.

Musical instruments enjoyed by employees.

Report submitted by: E. A. Lincoln,
*Assistant Superintendent.*

* * *

*Name of Company*—*May Company
*Activities:*

Christmas Caroling
Inquiry to: H. R. Spriggs

* Data supplied by F. H. Talbot, of Denver Music Week Association.

* * *

*Name of Company*—Public Service Company of Colorado
*Nature of Business*—Gas and Electric Service
*Activities:*

Women's Glee Club of 30 members: *Director*—Shad J. Tinsley
Band of 30: *Director*—Guy B. Hopkins
Orchestra of 15: *Director*—H. P. Tewsbury
Ukulele Club of 20: *Leader*—A. B. Spencer

Most of the expenses of these activities are met by the employees, and the activities are chiefly carried on in the workers' time.

OPINION: "Very worthwhile. Interest has been shown by the workers because it provides recreation and a deviation from their regular routine of duties. The Company uses these organizations in demonstrating their approval and support of various civic activities."

These groups often represent the company at community affairs.

No welfare worker designated as such.

Piano used by employees, and found beneficial.

Report submitted by: C. N. Stanwood,
*Vice President and General Manager.*

* * *

*Name of Company*—Tramway Company
*Nature of Business*—Street Railway

A report from Oliver W. Gushee stated that the former Tramway Chorus of 20 men and women, of which he had been the director and accompanist, was now no longer in existence.

* * *

*Name of Company*—Union Pacific Railroad Co.
*Nature of Business*—Transportation
*Activities:*

Band: *Director*—O. L. Lewis
Orchestra: *Director*—O. L. Lewis

Company pays for rehearsals, one per week. When band goes out on company business, the members are paid. Band expenses are raised through its own activities. Activities carried on both in workers' and in company time.

OPINION: "Promotes harmony and coöperation among employees. The best evidence we have of the approval of the workers is their attendance at the noonday concerts once each week."

The best advertising obtained from the band was through broadcasting over Station KOA, Denver. The band has also appeared in public parades.

The company has a welfare organization, but it has no connection with the musical activities.

Report submitted by: J. A. Tuttle,
*Master Mechanic.*

## PUEBLO

*Name of Company*—Colorado Fuel & Iron Company
*Nature of Business*—Steel Works
*Activities:*

Community singing, formerly active but later discontinued.
Mixed Chorus, in process of organization.
Male Glee Club: *Director*—Emerson G. Barrow; Assistant: Frank Parmelee.
Band: *Director*—William Samuels
Orchestra, then being organized at Steel Works Club, Y.M.C.A.
Harmonica Band of 150 boys: *Leader*—E. G. Barrow
Operetta Group

Nearly all the talent for the concert and vaudeville programs on Sunday afternoon and at the Friday movies is furnished by these groups. A "Foremen's Minstrel" is put on each year, and a comic opera was planned for the season of 1927-28.

Expenses of activities met by Y.M.C.A. and carried on in workers' time.

OPINION: "Good."

Several pianos for the use of employees.

Report submitted by: Emerson G. Barrow,
*Social Secretary, Steel Works Club, Y.M.C.A.*

A previous report from Thomas A. Christian had stated that the expenses were met from admission charges and that the "Y" and the company made up the deficits, if any.

OPINION: "The company approves and encourages music. The general response to these activities expresses a real desire for this diversion."

He states that Mrs. Mabel S. Henry, the women's work secretary, conducts 17 groups of children under volunteer leadership, singing their club songs at every meeting. That department also has a pageant and Easter and Christmas programs.

## ROCKVALE

*Name of Company*—Colorado Fuel and Iron Co.
*Nature of Business*—Coal Mining
*Activities:*

Band of 75 boys: *Director*—Fred Harvey

The band gives community concerts and plays at company outings and other civic functions.

Pianos at all company properties, and found indispensable.

Report submitted by: George M. Kirk.

# CONNECTICUT

## BRIDGEPORT

*Name of Company*—American Chain Company
*Nature of Business*—Manufacturing
*Activities:*

Community Singing during the noon hour in factory lunch room, once a week. Conducted by a leader from the Bridgeport Y.W.C.A.

OPINION: "The employees who bring their lunch seem to enjoy them very much."

Report submitted by: McL. Stevenson,
*Plant Manager.*

* * *

*Name of Company*—Bullard Tool Machine Co.
*Nature of Business*—Machine Tool Builders
*Activities:*

Orchestra

Expenses of orchestra met by employees and carried on in workers' time.

Orchestra used for dances, outings and Bible Class meetings. At time of report, not yet used in plant.

OPINION: "Believe the employees think well of it."

Welfare work in charge of H. M. Robinson.

Report submitted by: Hugh M. Robinson,
*Employment and Welfare Department.*

* * *

*Name of Company*—Harvey Hubbell, Inc.
*Nature of Business*—Manufacturers of Electrical Specialties
*Activities:*

Band: *Director*—John S. Austin

The band receives pay for each individual job. It is self-supporting, except that the leader receives a salary from the company, and is employed full-time on this work. Work is conducted as a strict business proposition. All professional musicians paid at current rates.

Activities carried on in workers' time.

OPINION: "There is an indirect return in a small measure from the advertising. We believe our products are materially helped in their sale by the fact that there is a high-class musical organization such as ours in the field. Those working here who play in the band are naturally benefited through their ability as musicians, which may mean that they do not 'turn over'. The band is well liked in the community, and the mere fact of the name tends toward a feeling of good will."

The band appears before community gatherings.

The employment manager, Edmund P. Dodge, Jr., is a musician and one of the directors of the Band Board. He has to do with welfare or social work among the employees.

Piano and radio much enjoyed by employees during noon hour.

Report submitted by: Edmund P. Dodge, Jr.,
*Employment Manager.*

* * *

*Name of Company*—Howland Dry Goods Co.
*Nature of Business*—Department Store

*Activities:*

Howland Choral Club of about 90 members: *Director*—Karl W. Hawk

All regular expenses of chorus met by the company. Extraordinary expenses, such as costumes and decorations for concerts, orchestras, programs, etc., met by gate receipts from concerts and entertainments. Activities carried on in workers' time.

OPINION: "Company favors choral singing. Our company strictly refrains from employing the choral club for advertising purposes. It is purely a welfare organization and run as such. We feel that the happiness of our employees and the reputation of the club are a direct benefit to the store."

Arthur Whitcomb supervises all personnel activities.

Piano used by employees, and enjoyed.

Report submitted by: JOHN VENMAN,
*Research Manager.*

* * *

The Manufacturers' Chorus, a group of employees or executives of various firms, is directed by George S. Hadley, secretary of Harvey Hubbell, Inc. The work of this chorus is described in another chapter.

## BRISTOL

*Name of Company*—NEW DEPARTURE MFG. COMPANY
*Nature of Business*—Ball Bearings, Bicycle Bells and Coaster Brakes
*Activities:*

Band of 35 members: *Director*—Ernest A. Becker

Orchestra: *Director*—William Taylor

Company pays for rehearsals and supplies director and purchases music. Activities carried on in workers' time.

OPINION: "Musical activities stimulate interest in employees and labor turnover is increased thereby. There is also some advertising value to the company."

Bandmaster planning to inaugurate half-hour noontime concerts with band music and group singing.

J. F. Fox is in charge of personnel relations, but has nothing to do with musical matters.

Piano enjoyed by employees.

Report submitted by: ERNEST A. BECKER,
*Bandmaster.*

* * *

*Name of Company*—WALLACE BARNES COMPANY
*Nature of Business*—Springs, Spring Steel, Screw Machine Products
*Activities:*

Male Glee Club of 40 members: *Director*—R. W. Cook

Expenses met with proceeds from public concerts. Activities carried on entirely in workers' time.

OPINION: "The chorus is maintained for pleasure and not as welfare propaganda."

Report submitted by: R. W. COOK,
*Factory Manager.*

## HARTFORD

*Name of Company*—ÆTNA LIFE INSURANCE COMPANY
*Nature of Business*—Insurance and Bonding

*Activities:*

Mixed chorus, when organized for special occasions such as musical skits or annual shows.

Informal orchestra groups.

Organization of a band, in formulative stage.

Expenses of all music activities met by Ætna Life Clubs of men and women. Company contributes through budget and employees through dues of $1.50 to men's club and $1.00 to girls' club. Activities on employees' time as a general rule, with exceptions in case of shows or pageants.

OPINION: "The company is in favor of social activities, which of course include music. The general feeling is that the social activities are very helpful and much appreciated by the employees, as is shown by their marked enthusiasm. The activities provide good advertising when the general public attends, which is seldom."

A piano provided for use at dances.

Report submitted by: President, Ætna Life Club.

* * *

*Name of Company*—Colts Patent Fire Arms Mfg. Co.
*Nature of Business*—Manufacturing Fire Arms
*Activities:*

There is a Colts Band in the city but it has no connection with the factory.

Piano in girls' rest room, but is seldom used.

Report submitted by: Herbert Walker,
*Employment Manager.*

* * *

*Name of Company*—Connecticut General Life Insurance Company
*Nature of Business*—Insurance

No regular organized musical activities. Recreation rooms for men and women and large assembly hall provided in company's new building. Piano and phonograph in the former used at noon and during the evenings. Unsuccessful attempt to organize an orchestra reported in December, 1928.

Report submitted by: George A. Drieu,
*Assistant Secretary.*

* * *

*Name of Company*—Connecticut Mutual Life Insurance Company
*Nature of Business*—Life Insurance
*Activities:*

Connecticut Mutual Choral Club of 80 voices: *Director*—Benjamin W. Loveland.

Orchestral group, functioning at noon hour.

Operettas, with one in preparation in December, 1928.

Expenses met by sale of tickets to concerts. If these are inadequate, the company pays the amount of any deficit, as part of its welfare work. Rehearsals held outside of office hours.

OPINION: "It contributes to the pleasure and morale and *esprit de corps* of office employees. No reports from the workers but their coöperation gives evidence of music's value. Goodwill is created when accounts of activities are published in local press and also in company's field magazine, which is distributed among its field force throughout the country."

Piano and radiola victrola give pleasure during noon period and after office hours.

Report submitted by: Benjamin W. Loveland,
*Supervisor of Claims.*

*Name of Company*—Phoenix Life Insurance Company
*Nature of Business*—Life Insurance
*Activities:*

Orchestra of 5 players

Expense met by employees and activities carried on in workers' time. Orchestra plays during the luncheon hour in the cafeteria.

Player piano and talking machine enjoyed by employees.

Report submitted by: Florence Sexton,
*Supervisor, Employment Division.*

* * *

*Name of Company*—Royal Typewriter Company
*Nature of Business*—Manufacturing Typewriters
*Activities:*

Community Singing: *Director*—J. C. Reynolds
Drum Corps: *Director*—Ted West
Orchestra: *Director*—Jack Carroll

Activities self-supporting and carried on in workers' time only.

OPINION: "Valuable asset. Workers very interested. Not used for advertising purposes."

Drum Corps takes an active part in community life. Supervision of musical activities in charge of assistant employment manager.

Piano enjoyed by employees.

Report submitted by: C. B. Dow,
*Assistant Employment Manager.*

* * *

*Name of Company*—Sage Allen & Company
*Nature of Business*—Department Store
*Activities:*

Vested Choir at Christmas and Easter: *Director*—Maude Goodwin

Expense of activities met by company. Activities carried on both in workers' and in company time.

OPINION: "Excellent effect on morale. Employees are very enthusiastic over this choir during the weeks it is singing. Customers invariably commend the choir and laud the spirit of the firm in having it."

Welfare work in charge of personnel director, who helps in details of organizing musical activities.

Piano and talking machine enjoyed by employees.

Report submitted by: John Lee Brooks,
*Personnel Director.*

* * *

*Name of Company*—Travelers Insurance Company
*Nature of Business*—Insurance
*Activities:*

Travelers Choral Club of 60 mixed voices: *Director*—Dana S. Merriam, Musical Director of Station WTIC

Expense of chorus met by company. Activities carried on in workers' time. Choral Club gives one or two public concerts a year. Main concert of season is program of Christmas carols. Club also broadcasts from Station WTIC several times a year.

Piano and talking machine for the use of employees.

## MERIDEN

*Name of Company*—International Silver Company
*Nature of Business*—Silverware
*Activities:*

Community singing at Foremen's Association meetings
Orchestra: *Director*—Henry Solek

Activities financed entirely by employees and carried on in workers' time.
OPINION: "Value of activities questionable."
Welfare work in charge of industrial relations manager.
Piano enjoyed by employees.

Report submitted by: Robert L. Coutts,
*Industrial Relations Manager.*

## NEW HAVEN

*Name of Company*—L. Candee & Company
*Nature of Business*—Rubber Footwear

Florence R. Judson, employment manager, states that piano and talking machine are used by employees at times.

* * *

*Name of Company*—The Connecticut Company
*Nature of Business*—Street Railway
*Activities:*

Band of about 35 men: *Directors*—Irving R. Stannard, Irville A. May
Orchestra, on same scale as band and with same leadership

Expense of activities met fifty-fifty by employees and company. Activities carried on in company time.

OPINION: "Fine thing for company and also for employees. Band used for outings, picnics, etc. Adds 50 per cent to the pleasure of an outing. Helps good-will advertising in a general way."

Report submitted by: Irville A. May,
*Comptroller.*

* * *

*Name of Company*—The Kolynos Co.
*Nature of Business*—Manufacturers of Dental Cream

The use of a piano, enjoyed by the employees, was mentioned in a report from H. B. Thomas, the production manager. The personnel manager of the plant is J. R. McClelland.

* * *

*Name of Company*—* New York, New Haven & Hartford R. R. Co.
*Nature of Business*—Transportation
*Activities:*

Band

* Information received from the Chamber of Commerce.

* * *

*Name of Company*—Southern New England Telephone Co.

*Nature of Business*—Telephony
*Activities:*

Orchestra: *Director*—H. J. Cox
Operetta Group: *Director*—H. I. Turner

Activities financed by employees and carried on in workers' time.

OPINION: "Helpful, but to what extent impossible to say. Believed to be helpful in showing good morale among workers but value cannot be judged."

Report submitted by: HARRY J. CONWAY,
*Editor, Telephone Bulletin.*

Previous report from Chas. E. Rolfe, executive assistant, gives this information: "Difficult to measure but feel these activities are helpful to the workers and to the business, and the company encourages such activities in every possible way."

Various phases of personnel work are under the general direction of the executive assistant. Employees' social and recreational activities are arranged under the direction of W. T. Nott, general secretary of the Telephone Employees' Association of Connecticut.

Several pianos in employee rest quarters throughout the state.

* * *

*Name of Company*—WINCHESTER REPEATING ARMS CO.
*Nature of Business*—Guns and Ammunition
*Activities:*

Male Glee Club of about 27 members: *Director*—Harry Read

Rehearsals held every Wednesday between 5 and 6 P.M. Members of club who work in factory are paid by the company for the hour which they lose at rehearsals. The men from the offices are on their own time as the offices close at 5.

Expenses of activities met by company and employees.

OPINION: "It helps the morale. It is, in the opinion of the workers, a fine way of getting better acquainted, and it produces good fellowship. It helps towards goodwill advertising, but we have no way of telling how much."

Welfare work in charge of personnel superintendent, who is president of glee club.

Piano enjoyed by employees.

Report submitted by: A. F. SNYDER,
*Personnel Superintendent.*

* * *

Music Week events for the employees of the following organizations are indicated by the printed program of the New Haven Music Week for 1928:

American Steel and Wire Co.
Berger Bros.
Candee Rubber Co.
Geometric Tool Co.
Greist Manufacturing Co.
Sargent & Co.
Southern New England Telephone Co.
Sperry & Barnes Co.
Winchester Repeating Arms Co.

## STAMFORD

*Name of Company*—THE CONDE NAST PUBLICATIONS, INC.
*Nature of Business*—Printing and Publishing

Joseph Chanko, Employment Manager, reports that piano and talking machine are used in cafeteria at lunch time.

### TORRINGTON

*Name of Company*—Union Hardware Company
*Nature of Business*—Manufacturers of Sporting Goods and Hardware
*Activities:*

Band: *Director*—Timothy Carroll

Uniforms provided by company. Expenses met mainly by employees. Activities carried on in workers' time.

OPINION: "No value."

Report submitted by: H. F. Burgess,
*Treasurer.*

## DELAWARE

### WILMINGTON

*Name of Company*—Pennsylvania Railroad Co.
*Nature of Business*—Transportation
*Activity:*

Band.

Report submitted by: G. L. Peck,
*Vice-President.*

## DISTRICT OF COLUMBIA

### WASHINGTON

*Name of Company*—The Hecht Company
*Nature of Business*—Department Store

Informal community singing was mentioned in a report from Miss G. Ely, the Educational Director of the store. She stated that it was held on the selling floor preceding the big special sales, and that those selling and non-selling attended, to the number of about 300. A new leader is selected for each occasion.

Miss Ely attached to her report a sheet of songs written for "Courtesy Week" in the store. She added: "The company heartily endorses musical activities, but we have not yet made a great deal of headway, due to the apparent lack of gifted leaders in this activity in the store personnel."

The trained nurse, Miss Scripture, and the store physician, Dr. Atkinson, were listed among the welfare workers, but they have no association with the musical activities.

A later word regarding the sings among the Hecht employees came from Miss Bertha M. Holmes, chairman of industrial music for the Federation of Music Clubs of the District of Columbia. She said: "This company has 1,000 employees, and once a week at 8:45 they have a store sing, which has been of great value in building up store spirit, and which they find is becoming more and more popular. At these sings they have a musical program and a speaker. They do not have a piano or other musical instrument for the use of employees during lunch and rest periods due to the lack of space at the present time."

* * *

*Name of Company*—Woodward & Lothrop
*Nature of Business*—Department Store
*Activities:*

Community singing on Saturday mornings. *Director*—William H. Starnell
Woodlothian Chorus of 60 mixed voices: *Director*—William H. Starnell
Orchestra of 10: *Director*—Paul S. Gable

The company pays all the expenses of the activities. These are carried on both in the employees' and in the company's time.

OPINION: "We think it is good. From all reports of members it is very much appreciated."

Piano enjoyed by employees.

Report submitted by: George H. Davis,
*Employment Manager of Woodlothian Chorus.*

In a previous report from Philip M. Talbott, the store's Research Director, this opinion was given:

"The company's opinion of the activities is favorable. The employees show their feeling in the matter by their undivided coöperation. The activities evoke very favorable comment from customers."

* * *

Inasmuch as Washington is the seat of our government rather than a commercial center, many of those who in another city might be members of musical groups among industrial firms are here government employees.

During wartime and thereafter there were choruses in most of these government departments. These were merged in a composite chorus under the direction, first, of Hollis Davenny and, later, of Charles S. Wengerd.

Today a leader among these governmental choruses is the Interstate Male Chorus fostered by the Interstate Commerce Commission, with the Hon. Clyde Aitchison as director. The activities are carried on in the workers' time. In making a report, Miss Holmes, mentioned above, recorded the general opinion of the chorus's work as being favorable.

The Post Office Department has a Flag Day sing of about 200 voices accompanied by the Marine Band, and led by Earl Carbaugh.

There is also a mixed chorus of the United States Forest Service. It is directed by T. W. Norcross, Chief Engineer.

A novel commercial use of music in Washington is that by Ruby Lee Minar, a real estate operator, who reported to Miss Holmes community singing and a male quartet. This opinion was given: "Nearly all enjoyed it. The singing adds pep and inspiration to the sales meetings."

# FLORIDA

## JACKSONVILLE

*Name of Company*—* Ford Motor Company
*Activities:*

Band and Orchestra

* Report received from John H. Townsend, *Director of Civic Music.*

### MIAMI

*Name of Company*—Burdines, Inc.
*Nature of Business*—Department Store
*Activities:*

Mixed Chorus of 50 voices

The first report had indicated that it was expected that community singing would begin in the Fall of 1927. However, a letter of June 5, 1928, from R. Mann, General Superintendent, stated that the community singing had not yet been inaugurated, and that it was more than likely that it would not be.

### ORLANDO

Report from Thomas W. Lantz, Superintendent of Public Recreation, stated that the Dickson-Ives department store and the Yowell-Drew department store had music hours at intervals throughout the year.

## GEORGIA

### ATLANTA

*Name of Company*—M. Rich & Bros. Co.
*Nature of Business*—Department Store
*Activities:*

Mixed Chorus: *Director*—D. Volpi
Mandolin Club: *Director*—Mrs. Clark

Expense of activities met by company.
Glee club and mandolin club take part in various civic and radio concerts.
The welfare worker, Mrs. Jean B. Wallace, has no connection with musical activities.

Report submitted by: Mrs. Odessa Henson,
*Secretary to President.*

### AUGUSTA

*Name of Company*—Georgia Railroad
*Nature of Business*—Transportation
*Activities:*

Georgia Railroad Concert Band: *Director*—J. Louis Sayre
Playing of Christmas carols by brass quartet of band members in hospital wards and throughout the city.
Several orchestras from employees of general offices and shops, most of whom are members of the band.

Company meets the expenses including employment of band director and purchase of uniforms and instruments. Some members of the band own their own instruments. Virtually all rehearsals are held on company time. The men respond readily to extra rehearsals called outside of working hours.

OPINION: "Our General Manager and other officials are highly pleased with the results obtained."

The appearances of the band have included concerts at the Imperial Theater, Allen Park, U. S. Veterans' Hospital, U. S. Arsenal on Flag Day, Augusta Horse Show,

concerts along the line of the railroad and broadcasting programs from Station WSB, Atlanta.

Report submitted by: J. Louis Sayre,
*Band Director and Instructor.*

## GRIFFIN

*Name of Company*—George Kincaid Mills
*Nature of Business*—Manufacturer of Turkish Towels
*Activities:*
Band of 15 members

Report submitted by: W. F. Bennett,
*Secretary, Chamber of Commerce.*

## LINDALE

*Name of Company*—Massachusetts Cotton Mills
*Nature of Business*—Cotton Manufacturing
*Activities:*
Band of 36 players: *Director*—Paul M. Nixon
Orchestra of 8 players: *Director*—Robert Stevens

Expenses of activities met by company. Activities carried on in both workers' and company time.

OPINION: "Excellent. Play concerts and parade all over Georgia, Alabama and Tennessee."

Mill has several welfare workers, but band is handled by H. P. Meikleham.

Report submitted by: H. P. Meikleham,
*Mill Agent.*

## MACON

*Name of Company*—Central of Georgia Ry. Co.
*Nature of Business*—Transportation
*Activities:*
Central of Georgia Right Way Band of 32 players: *Director*—Roy Atkinson

Expenses met by the workers. Activities carried on principally in the workers' time.

OPINION: "Very valuable in promoting the health, efficiency and morale of the workers, and somewhat helpful in cutting down labor turnover. Through public appearances they create a favorable feeling toward the company employing the men."

Report submitted by: J. D. McCartney,
*Assistant to the President.*

## NEW HOLLAND

*Name of Company*—Pacolet Manufacturing Company
*Nature of Business*—Cotton Mills
*Activities:*
Community singing: *Director*—A. B. Peterson
Rainbow Quartet of male voices: *Director*—Sam Jones
Junior Chorus: *Director*—Myrtle Rowe
Band, Orchestra and Ukulele Club: *Director*—A. B. Peterson
Harmonica Band: *Director*—Myrtle Rowe
Operetta group: *Director*—Myrtle Rowe

Activities supported in part by company, in part by members. The band and orchestra earn extra money by playing on public occasions and for dances in adjacent towns. Activities carried on in time of both. Band uniforms and instruments furnished by company.

OPINION: "The activities are held in high esteem by the company. There is also enthusiastic coöperation on the part of our operatives."

All the groups take part in church programs, social meetings and benefits. Band in demand in neighboring towns for festive occasions and orchestra used by nearby country club for dances.

Teachers in schools, nurse and office workers active in all community welfare enterprises.

Musical instruments provided, and enjoyed by employees.

Report submitted by: KATHARINE DOZIER,
*Director, Educational Work.*

## SAVANNAH

*Name of Company*—CENTRAL OF GEORGIA RY. CO.
*Nature of Business*—Transportation
*Activities:*

Booster Band of 24 players: *Director*—H. J. Applewhite
Seminole Orchestra of 10 players: *Director*—H. J. Applewhite

For remainder of report see report from Macon.

Report submitted by: J. D. MCCARTNEY,
*Assistant to the President.*

In a previous report Mr. McCartney stated that all of the musical organizations took part in the general life of the communities in which they were located. The bands are frequently called on to make tours in states served by the railroad. The Savannah Band accompanied the local American Legion Post to the Convention in Philadelphia.

* * *

*Name of Company*—* SEABOARD AIR LINE RAILWAY
*Activities:*

Seaboard Serenaders

* Report submitted by Board of Trade.

## WAYCROSS

*Name of Company*—ATLANTIC COAST LINE
*Nature of Business*—Transportation

Report submitted by Railroad Y.M.C.A. shows a little community singing in shops, led by volunteers; a band of 25 directed by Carlton Merck and two dance orchestras indirectly related to the Y.M.C.A. and Atlantic Coast Line.

The Y.M.C.A. is the welfare agency for the railroad company and the staff is in charge of the musical and related programs. Band instruments owned by Y.M.C.A.; half of leader's salary, all of hall rental and musical expense borne by Y.M.C.A.; the other half of salary by assessment among the players. Activities carried on in workers' time.

OPINION: "Generally constructive and developing of intelligent interest in better music. Frequent expressions of deep appreciation after noon concerts, public concerts and special gatherings."

Report submitted by: CHAS. C. SHEDD,
*Gen. Secy., Railroad Y.M.C.A.*

### WEST POINT

A report from H. G. Bradshaw, of the Chamber of Commerce, mentioned a band composed of the employees of the West Point Manufacturing Co., George H. Lanier, president.

## IDAHO

### BOISE

*Name of Company*—* Idaho Power Company
*Activities:*
Orchestra
* Data supplied by the Chamber of Commerce.

* * *

*Name of Company*—The Mode, Ltd.
*Nature of Business*—Department Store
*Activities:*
Community Singing: *Director*—W. A. Forrest
Orchestra: *Director*—Mary Bowler
Expenses met jointly by company and employees, and activities carried on in workers' time.
OPINION: "Good. Encouragement given to all such activities. Opinion of workers seems to be strong for these activities. Our Association broadcasts via radio a good quality of entertainment which is enjoyed by the community in general."
All recreational activities, including music, are carried on by a welfare association with a board of 7 directors.
Report submitted by: Mr. Howe,
*Auditor.*

* * *

*Name of Company*—* Mountain States Tel. & Tel. Co.
*Activities:*
Orchestra
* Report received from Chamber of Commerce.

### MONTPELIER

*Name of Company*—Oregon Short Line Railroad
*Nature of Business*—Transportation
*Activities:*
Montpelier Shop Band of 20 players: *Director*—Earl Sturman
Dance Orchestra of 6 from band membership: *Director*—Earl Sturman
Two hours' wages for each man per week contributed by the company for this work. Activities carried on both in workers' and in company time.
OPINION: "The opinion of the company as I have heard it is good. A man in railroad work needs a quick ear and eye and a quick-thinking mind to do his work with as good will for his company as he would for himself. Practicing music does all these things and many more.

"In the washroom the men used to glare at each other. Since we have our band they whistle and sing as they wait, and call each other 'brother' while they work. Activities help toward good will of employees and the public. Entertainment for the public bring employer and employees closer together."

Report submitted by: EARL STURMAN,
*Store Helper.*

### POCATELLO

*Name of Company*—* OREGON SHORT LINE RAILROAD
*Nature of Business*—Transportation
*Activities:*
Band of Shop Employees: *Director*—Mr. W. A. Worel
* Data supplied by Adelaide Anderson Sanford, care School of Music.

## ILLINOIS

### BLOOMINGTON

*Name of Company*—CHICAGO AND ALTON RAILWAY CO.
*Nature of Business*—Transportation
*Activities:*
Male Chorus: *Director*—Arnold L. Lovejoy
Band, discontinued owing to lack of coöperation from officials

Report submitted by: ARNOLD LOVEJOY,
*Director, C. & A. Male Chorus.*

### CAIRO

*Name of Company*—* SCHUB DRUG COMPANY
*Activities:*
Brass Band
* Data supplied by the Association of Commerce.

### CANTON

*Name of Company*—* INTERNATIONAL HARVESTER CO.
*Activities:*
P. & O. Band: *Director*—George A. Bittrich
* Data supplied by the Chamber of Commerce.

### CHICAGO

*Name of Company*—AMERICAN STEEL & WIRE COMPANY
*Nature of Business*—Steel Products

Report from B. B. Ayres, Advertising Manager, states: "We had brass and string bands in our different mills, and choral societies in our offices up to four years ago, when we ceased active pushing in this direction and confined ourselves to creating interest in piano playing—both the hand playing and the player-piano playing. We have

CHRISTMAS CAROLERS GREET THE CAMERA MAN

Chorus of Universal Portland Cement Company caught by photographer during a rehearsal for holiday carol sing. That annual custom gave rise to this Chicago group.

monthly recitals in our recital hall in Chicago. I am chairman of this work for the Chicago Piano and Organ Association. William Braid White, our acoustic engineer, is in charge of the programs."

* * *

*Name of Company*—Armour & Company
*Nature of Business*—Food Products

A report of January 2, 1929, from H. G. Ellerd of the Department of Personnel, stated that at various times there had been bands, orchestras and glee clubs in the plant but that these had disappeared and that there was nothing at that particular time to record.

* * *

*Name of Company*—Barnhart Bros. & Spindler
*Nature of Business*—Manufacturers of Printing Equipment

Report from L. R. Brink, General Superintendent, indicated that music was a part of the shop meetings, held weekly under the leadership of the West Side Y.M.C.A., and that the meetings were well attended by the employees.

A report from G. L. Peck, Vice-President, mentioned an orchestra at this point.

* * *

*Name of Company*—Bates Valve Bag Company
*Nature of Business*—Manufacturers of Paper Bags
*Activities:*

Orchestra, called Chi-Ans Syncopators: *Leader*—Mr. Powers

Expenses met by employees and activities carried on both in workers' and in company time.

OPINION: "Increased efficiency and morale, and decrease in labor turnover. There is no noticeable benefit as an advertisement."

The orchestra has taken part in local safety meetings.

Report submitted by: E. W. Menke,
*Chief Engineer.*

A report from Andrew J. Reed, Industrial Secretary of the Southern Chicago Y.M.C.A., mentions noon sings at the Bates Valve Bag Company.

* * *

*Name of Company*—By-Products Coke Company
*Nature of Business*—Coke Oven Plant

Report from D. V. Medalie, Director of Personnel, states that during the war the company had a band of 25 players, which was disbanded in 1920 and has not been reorganized.

A report from Andrew J. Reed, Industrial Secretary, Southern Chicago Y.M.C.A., mentions this company in connection with banquet singing.

* * *

*Name of Company*—* Central Trust Company
*Nature of Business*—Banking
*Activities:*

Chorus
Orchestra
Male Quartet

* Data supplied by Charles Farwell Edson.

*Name of Company*—Chicago and Northwestern Railway Co.
*Nature of Business*—Transportation
*Activities:*

Mixed Chorus of 35 members: *Organizer and Manager*—E. B. Hall, Supt. of Motive Power and Machinery; *Director*—Harry Slater, Foreman
Male Glee Club of 6 members, under same direction as above
Women's Glee Club of 8 members, same direction as above
Band of 45 players: *Organizer and Manager*—R. A. Miller, Tax Commissioner; *Director*—John Schweiger, Foreman

Glee Clubs and chorus expenses met by personal contributions. Band expenses met entirely by company. Activities carried on both in workers' and in company time.

OPINION: "These activities are a social benefit to employees. The band is unquestionably doing some good in bringing about a closer contact between this company and the public in general. I am sure it has meant much to the morale and loyalty of our company forces."

Both the band and choral societies have broadcast several times in Chicago. The band travels over the lines, participating in various civic affairs such as state fairs, picnics and other occasions. Visits have been made to large shippers located on the lines.

No general welfare worker. Chorus and band supervised by company officials as indicated above. The Railway has organized women's clubs along its lines which do welfare work among the employees.

Report submitted by: R. A. Miller,
*Tax Commissioner.*

* * *

*Name of Company*—Chicago Short Line Railroad Co.
*Nature of Business*—Transportation
*Activities:*

Community Singing: *Directors*—Charles C. DePew and Andrew J. Reed

OPINION: "Great recreational value and spirit-making. Workers say that singing creates happiness and good will, and causes much enjoyment at work where the men continue to hum the tunes they have been singing. It gives good impression as to good fellowship of district."

Report submitted by: Andrew J. Reed,
*Industrial Secretary, Southern Chicago Y.M.C.A.*

* * *

*Name of Company*—Commonwealth Edison Company
*Nature of Business*—Electric Service
*Activities:*

Report from Morgan L. Eastman, Manager, Great Lakes Radio Broadcasting Company, states:

"The Commonwealth Edison Company discontinued its choral society about five years ago, and the Edison Symphony Orchestra about a year ago. This was due primarily to the Edison Company's activities in radio broadcasting. It was found that amateur organizations could not qualify for radio broadcasting and the money expended in the Edison Symphony Orchestra was sufficient to hire about thirty members of the Chicago Symphony Orchestra and play a concert once every week throughout the year. These concerts were not only for our own employees, but for our many customers."

* * *

*Name of Company*—Dixie Music House
*Nature of Business*—Musical Instrument Dealers
*Activities:*

Fanfare Four of brass players.
*Manager*—George C. Gault

OPINION: "The quartet is rather a hobby, and yet this avocation has fit into our business exceptionally well, while at the same time affording us considerable pleasure (and a lot of hard work)."

Organization consists of three employees of the company and one outside musician.

Report submitted by: George C. Gault,
*Vice-President.*

* * *

*Name of Company*—* The Fair
*Nature of Business*—Department Store
*Activities:*

Band

* Data supplied by Musical Truth.

* * *

*Name of Company*—* Harris Trust & Savings Bank
*Nature of Business*—Banking
*Activities:*

Orchestra
Male Quartet

* Data supplied by Charles Farwell Edson.

* * *

*Name of Company*—Ilg Electric Ventilating Co

A report from R. A. Ilg, Secretary and Treasurer, states that the company several years ago had a band under the direction of William A. Rothe, but it has been disbanded.

There is a piano which is occasionally used when outside music is chartered for entertainments.

* * *

*Name of Company*—Illinois Bell Telephone Company
*Nature of Business*—Telephony
*Activities:*

Mixed Chorus program, given once a year by combined male and female choruses
Male Glee Club: *Director*—Daniel Protheroe
Women's Glee Club: *Director*—Daniel Protheroe
Band: *Director*—E. B. Moebius
Orchestra: *Director*—E. B. Moebius

Employees' activities supported by company and carried on in workers' time.

OPINION: "The main desire of our company is to furnish an opportunity for many of our employees to follow hobbies which they might have. We have many other activities which provide this opportunity. Our recreational and athletic activities are governed by a committee made up of officials of the company, and each member of the committee is sponsor for one or more activities. The company does not start any of the activities, but will consider sponsoring an activity if there are enough people interested and it meets with the approval of the members of the committee."

All the musical groups furnish concerts for community centers, lodges, hospitals and sanitariums.

Musical instruments enjoyed by employees.

Report submitted by: HOMER W. BANG,
*Asst. to President.*

* * *

*Name of Company*—ILLINOIS CENTRAL RAILWAY CO. (BURNSIDE SHOPS)
*Nature of Business*—Transportation
*Activities:*

Band: *Director*—Michael Morrie

Activities supported indirectly by the company, and carried on in workers' time.

OPINION: "Good. Favorable. A number of good opinions expressed by the workers."

Welfare work carried on among the men by the Railroad Y.M.C.A. Secretaries.

Report submitted by: L. A. NORTH,
*Shop Supt.*

* * *

*Name of Company*—* ILLINOIS MERCHANTS TRUST COMPANY
*Nature of Business*—Banking
*Activities:*

Men's Chorus

* Data supplied by Charles Farwell Edson.

* * *

*Name of Company*—* ILLINOIS STEEL COMPANY
*Activities:*

Banquet Singing

* Data supplied by Chicago Y.M.C.A.

* * *

*Name of Company*—INTERNATIONAL HARVESTER CO.
*Nature of Business*—Farm Implements, Motor Trucks, Tractors and Twine
*Activities:*

Community Singing, as part of social affairs
International Harvester Choral Society of employees of general office
Male Glee Club, as part of the Choral Society
Women's Glee Club, as part of the Choral Society

Expenses met by employees participating. One organization is aided by the company.

OPINION: "Workers apparently enjoy their participation in these musical activities; otherwise they would not devote the time they do to practice, concerts, etc. As to goodwill advertising, the nature of our manufacture bears no relationship to musical activities."

Musical instruments for use of employees.

Report submitted by: SANFORD B. WHITE,
*Assistant Manager.*

Mr. White also reported brass bands in two plants of the company, and orchestras in several plants.

* * *

*Name of Company*—* INTERSTATE IRON & STEEL CO.
*Activities:*

Banquet Singing

* Data supplied by the Chicago Y.M.C.A.

*Name of Company*—Marshall Field & Company
*Nature of Business*—General Merchandise
*Activities:*

Community Singing, with different leaders on different days
Marshall Field & Company Choral Society of Mixed Voices: *Director*—Edgar Nelson

The proceeds of the annual public concert are applied to meet expenses. If there is a deficit it is paid by the firm. Activities carried on both in workers' and in company time.

OPINION: "We have no rehearsals during the summer months. Members frequently express themselves as 'lost' on Monday evenings with no rehearsals." (See chapter on department stores.)

Music and rest room in charge of Mrs. Frances S. Mahoney, a member of choral society.

Piano and talking machine for use of employees.

Report submitted by: W. B. Towsley,
*Asst. Gen. Supt.*

* * *

*Name of Company*—Pennsylvania Railroad, General Offices, Western Region
*Nature of Business*—Transportation
*Activities:*

General Office Men's Chorus of 20: *Director*—Mark Love, Musical Director of Station WGN
American-Broadway Quartet: *Director*—Mark Love

Expenses met jointly by company and employees and carried on in time of both.

OPINION (also covering activities at other points in Western Region of P. R. R.): "The opinion of the company is that they are of value. They add to the good-will advertising by appearing on programs of civic organizations, thus giving publicity to the railroad in newspapers, besides creating good will among the members."

Report submitted by: K. S. Pulcipher,
*Editor, The Pennsylvania News.*

* * *

*Name of Company*—Peoples Gas Light and Coke Co.
*Nature of Business*—Manufacture and Sale of Gas

Report from J. A. Woodward, Superintendent of Employment, states that there was formerly a club of employees of the company and its subsidiaries known as the Peoples Gas Club. That club at one time had a mixed chorus and a band, but they were abandoned because the interest waned. Mr. Woodward adds that a piano and talking machine are enjoyed by the employees.

* * *

*Name of Company*—Sears Roebuck and Company
*Nature of Business*—General merchandising

The following report was made on October 27, 1928, by J. H. Mullen of this firm: "At one time we had an orchestra and a band but some years ago we decided to discontinue using our influence with employees along this line, thinking it better for them to work out matters of this kind for themselves. While we have a very spacious recreation room the only equipment in the line of musical activities is a piano."

*Name of Company*—Swift & Company
*Nature of Business*—Meat Packers
*Activities:*

Swift & Company Male Chorus of 75 members: *Conductor*—D. A. Clippinger

Expenses of the chorus met by the company. Rehearsals held weekly after working hours.

Chorus makes about 8 public appearances each season. One is a concert at Orchestra Hall with some noted singer or soloist.

Report submitted by: Office Manager.

* * *

*Name of Company*—Universal Portland Cement Company
*Nature of Business*—Manufacture of Portland Cement
*Activities:*

Mixed chorus of 60 voices: *Director*—J. Herbert Libberton

Two violinists and a piano accompany the chorus.

Activities financed by the company and carried on one-half on company and one-half of workers' time.

OPINION: "We consider it very much worth while. The enthusiastic response of the workers is, we feel, proof enough that the work of the chorus is appreciated by the employees."

A piano available, and found useful for rehearsals of chorus or soloists.

Report submitted by: Annina M. Golden,
*Librarian.*

* * *

*Name of Company*—Western Electric Company
*Nature of Business*—Manufacturers of Telephone Equipment
*Activities:*

Community singing, held in the various sections of the plant during the noon hour. Sings also conducted between numbers at dancing parties

Two complete orchestras maintained for use on noonday entertainment programs, dances and concerts

Two Harmonica Bands being organized at time of report—one of men and the other of women

Annual budget of approximately $4,000 for musical activities furnished by the company. It includes the cost of moving the piano, platforms, hooking up loud speakers and other miscellaneous expenses. Musical activities carried on during noon hour and after working hours.

OPINION: "It is felt that musical activities are of great value to help efficiency and morale of workers. Favorable comments from workers throughout the plant. We do not attempt to use our musical activities in any way for advertising purposes, although they are, of course, mentioned from time to time in the public press in a way to favor the company's reputation."

A large staff of personnel supervisors, who have no direct connection with musical activities, although it is a part of their function to foster all employee undertakings.

Three pianos for the use of employees. Two public address systems.

Letter from A. E. Holstedt, Pres. of Hawthorne Club, states that musical activities at the Hawthorne plant are under the control of the officers of a board of directors of the Hawthorne Club. The latter is an employee organization formed to provide

means of coöperation in matters of common interest, encourage good fellowship and secure educational facilities and healthful recreation. Since the club was formed in 1911, the musical activities have increased in scope, and there is now music during two to four noon-hour periods of each week.

* * *

*Name of Company*—W. A. Wieboldt & Company
*Nature of Business*—Department Store
*Activities:*

Choral Club of 40 mixed voices: *Director*—C. W. Haake
Double quartet of men and women from Choral Club.

The company meets all the expenses. A fifty-fifty arrangement as to time of activities.

OPINION: "The Choral Club sings Christmas carols during the holiday season only and is organized as a publicity feature to instill the Christmas spirit in the many patrons of our three stores. The members of the Choral Club enjoy the active part they take in making the holiday season more pleasant for shoppers and employees. The Choral Club has sung over several radio stations during the holidays and the company's name and business were broadcast in connection with it. It was also advertised in newspapers. Many interesting letters have been received from radio listeners who enjoyed the club programs."

Service activities in charge of A. J. Murphy, Secretary of Employees' Association, which sponsors the Choral Club.

Piano and phonograph provided and found beneficial.

Report submitted by: A. J. Murphy,
*Secretary, Employees' Association.*

* * *

*Name of Company*—* Wisconsin Steel Company
*Activities:*

Banquet Singing

* Data supplied by the Chicago Y.M.C.A.

* * *

Community singing among the employees of a large number of industrial groups was mentioned in a report from G. Ratcliff, Industrial Secretary of the Y. M. C. A., West Side Department. These organizations and the respective persons of contact are the following:

Barnhart Bros. & Spindler—A. A. Haarsbad
Cameron Can Mfg. Co.—W. Cameron
Cinch Mfg. Co.—C. L. Knutson
International Register Co.—H. M. Staupe
Northwestern Electric Co.—C. B. Richardson
Randolph Box Label Co.—L. I. Roundtree
Roth Bros. Electric Co.—J. O'Donnell

## DANVILLE

*Name of Company*—Chicago & Eastern Illinois Railway Co.
*Nature of Business*—Transportation
*Activities:*

Dixie Flyer Band of 32 players: *Director*—C. C. Mowery

Dixie Flyer Orchestra made up of band members: *Director*—H. McKern

Activities supported by employees and carried on in workers' time, located at Oaklawn Shops.

OPINION: "Adds to the morale of the workers. Workers are very much enthused and show a large amount of interest in musical activities. Our through-passenger service between the north and the south is advertised by the name of our crack train."

The band furnishes music at various celebrations.

Report submitted by: Ed. Laking,
*Air Brake Supervisor.*

## EVANSTON

*Name of Company*—Rosenberg's
*Nature of Business*—Department Store
*Activity:*

Chorus

Data supplied by: Margaret Fabian,
*President, Music Study Club.*

* * *

Anne M. Smith, Executive Secretary of the Young Women's Community Club, reports a glee club of 15 employee girls under the leadership of Miss Rafferty.

The expenses are met jointly by Mrs. James Patten, President of the Club, and by the girls themselves.

## LA SALLE

*Name of Company*—Marquette Cement Mfg. Company
*Nature of Business*—Manufacturer of Cement
*Activities:*

Marquette Cement Mfg. Company Band: *Director*—Angelo Fontecchio

Director's salary paid by company. Band self-supporting. Activities carried on in workers' time.

OPINION: "Valuable as an advertising medium. A tour is made each year by the band in the territory covered by the sale of our product."

Weekly band concerts given by the band for the community.

Welfare activities in charge of Employment Manager, Earl Shea.

Report submitted by: T. F. Halpin,
*Industrial Supervisor.*

## QUINCY

*Name of Company*—Halbach Schroeder Company
*Nature of Business*—Department Store
*Activities:*

Community Singing: *Director*—Charles Black

Male Glee Club: *Director*—August Shornhorst

Activities supported by company and carried on in company time.

OPINION: "It creates a fine spirit among employees. Makes workers more enthusiastic. Produces a fine atmosphere. The community singing creates an excellent impression upon the public. Many people come to the store and enjoy the singing."

Report submitted by: George Gabriel,
*Manager.*

A previous report from Mr. Gabriel had mentioned a women's glee club and an orchestra. He added that all workers in the store were in favor of the activities 100 per cent. He also mentioned a piano as used by the employees.

* * *

*Name of Company*—Moorman Mfg. Company
*Nature of Business*—Manufacturer of Feeds for Farm Animals
*Activities:*

Community Singing occasionally

The company has two recess periods for the office force during the day at 10:30 A. M. and 2:30 P. M. A good piano has been placed in the office by the company and it is used at most recess periods and at noon by various persons in the office, and sometimes to accompany informal singing of small groups.

OPINION: "The company is convinced of the value to efficiency and morale of the recreation periods, the music being incidental. The workers are pleased with the recreation periods. The labor turnover is very low."

Report mentions the idea of starting a male quartet. The amount of material available not large enough for a larger unit in an office of 60 employees.

Report submitted by: A. R. Lamb,
*Director of Research.*

## URBANA

*Name of Company*—Peoria & Eastern Railway Co.
*Nature of Business*—Transportation
*Activities:*

P. & E. Athletic Orchestra: *Director*—B. W. Taintor

Activities supported by employees and carried on in workers' and in company time.

OPINION: "Exceptionally good. Entire Division very enthusiastic and attend all functions given by orchestra."

Piano, talking machine and radio enjoyed by employees.

Report submitted by: A. M. Armer,
*Master Mechanic.*

## VILLA PARK

*Name of Company*—The Wander Company
*Nature of Business*—Manufacturers of Ovaltine

A report from Mr. G. Steiner, plant superintendent, stated that an orchestra was recently organized at the plant, but that it was too young an organization to permit any conclusions as to its value.

In a later letter, Mr. Steiner added: "Hugh Stott, one of our employees, is at the present time leading the orchestra. The membership of the orchestra is somewhat fluctuating. We have had as many as sixteen and as few as six at our rehearsals. However, we realize that the beginning is the hardest time, and we hope that this little orchestra may in time have a sufficient number of faithful members."

## WOOD RIVER

*Name of Company*—Standard Oil Company of Indiana
*Nature of Business*—Oil Refinery
*Activities:*

Wood River Refinery Band of 20 players: *Director*—I. L. Stocker

Expenses met by company which pays the band for all musical duties except the rehearsals, which they attend on their own time. Rehearsals are held one night each week and approximately 25 concerts are given during the year.

OPINION: "The organization has been successfully operated for the past seven years and no community or civic occasion is complete without the band. The band was organized for the advancement of music and fellowship among the members and employees and the community in general. The band is not intended as an advertising medium; it is just a link in the chain of Standard Oil service."

Report submitted by: C. B. Manbeck,
*Manager.*

# INDIANA

## BLUFFTON

*Name of Company*—* H. C. Bay Company
*Activities:*
Band
* Data supplied by the Chamber of Commerce.

## ELKHART

*Name of Company:* C. G. Conn, Ltd.
*Nature of Business:* Band and Orchestra Instrument Manufacturers
*Activities:*
Conn Vocal Four (male voices).
Conn Ladies' Band. *Director:* Charles Weber.
Employees' Industrial Band (male). *Director:* Fred E. Waters.
Conn Saxophone Quartet. *Director:* Melvin Webster.

Expenses met fifty-fifty by company and employees and activities carried on in time of both.

OPINION: "We believe it is a most healthful activity and creates much greater efficiency through the generation of coöperative spirit. As to the morale of the workers, it develops this to no small degree. It is an asset as a strong check upon labor turnover, which is very great here. The Conn Employees' Association depends upon the musical organizations for its monthly meetings, at which they give fine programs. The summer park concerts adjoining the factory give the families much enjoyment, as do the winter meetings. These activities help to relieve any monotony and create a continued growth of interest in the factory progress."

The two bands make numerous appearances, and the saxophone and vocal quartets broadcast.

Both piano and phonograph are provided, and the comment on them is: "Fine."

Report submitted by: James F. Boyer,
*Secretary, Sales and Advertising Dept.*

A supplementary report from Fred E. Waters stated that the Industrial Band played twelve concerts per year—ten during the summer and two in the winter—paid for by the company and by the Employees' Association. He added, "The fact that the Association pays one-third of the band maintenance shows that it considers it of value." Mr. Waters explained that the present band started some seven years ago, then composed solely of beginners, eighty per cent of whom are still in the Band, which is now playing the standard classics.

## EVANSVILLE

*Name of Company*—* Bucyrus Company
*Activities:*
Band
* Data supplied by the Chamber of Commerce.

## FORT WAYNE

*Name of Company*—S. F. Bowser Pump & Tank Co.
*Nature of Business*—Manufacturing Oil Pumps and Tanks
*Activities:*
Community singing, a very little
Women's Glee Club, semi-organized: *Director*—Bessie Graham
Orchestra—semi-organized

An activity association, to which the employees subscribe, pays expenses of noonday meetings. Activities carried on in workers' time.

OPINION: "The company are passive. They tolerate it. The workers are tickled to death when Thursday noon rolls 'round."

Bessie Graham has charge of girls' affairs.

Piano enjoyed by employees.

Report submitted by: B. F. Wheeler,
*Stock Clerk.*

* * *

*Name of Company*—General Electric Company
*Nature of Business*—Manufacturing Meters, Motors, Transformers
*Activities:*
Community Singing, a few times during the winter months in noon-hour programs, and from time to time at employees' gatherings: *Directors*—Howard Freeman, Howard Miller
Male Glee Club, formerly active but indefinitely disbanded at time of report
Women's Glee Club of 25: *Director*—Mrs. O. F. Garrison
Band of 50 players: *Director*—John Verweire
Informal Orchestras, made up solely of employees, but not playing under auspices of company

The band is supported entirely by the company. The G. E. Club, the employees' recreational club, and the members of the musical groups pay all other expenses. The band is the only group given company time.

OPINION: "The company believes such activities create a stronger and more harmonious relationship between workers and between company and employees. Pride in these activities is evidenced by the employees, and the workers are in general agreed that such activities add to their happiness and well-being. The advertising value is not great, but the humanitarian phase of industry is noted as a result of such musical activity."

The band often serves for parades, at picnics and at concerts. Both the men's and women's choruses have contributed to community programs.

The girls' chorus was organized by the industrial service worker for women. There are six other personnel workers for women, some of whom belong to the girls' chorus.

The man welfare worker does not participate in any musical activities.

Five pianos distributed throughout the plant, located on the factory floors. At noon the workers have a good time singing, playing and dancing.

Report submitted by: Irene Whitehead,
*Industrial Service for Women.*

A previous report from Miss Whitehead had mentioned a mixed chorus which had been dissolved, a former ukulele club and operetta groups selected from time to time. She also added the following opinions: "The general feeling is that such activities mold employees into a family feeling. The developmental opportunities and the sociability connected with such activities semingly have a personal value, bringing about efficiency and good will between employers and employees. The workers appreciate an inexpensive means of musical development and the opportunity for widening their social realms. They like to work for a company that does such things."

A later report, from Mr. Verweire, stated that the General Electric Band had broadcast a noon hour program every other Thursday from Station WOWO.

* * *

*Name of Company*—Pennsylvania Railroad Co.
*Nature of Business*—Transportation
*Activities:*

K-4 Quartet
Fort Wayne Shop Crafts Band of 40
Shop Crafts Orchestra of 9 players
East Car Shop Orchestra of 10 players

The band gives concerts during the summer months in the public parks.

Report submitted by: K. S. Pulcipher,
*Editor of the Pennsylvania News.*

Another report, from G. R. Brittenham, Secretary of the Railroad Y.M.C.A., mentioned a band directed by Mr. Wilcox and an orchestra directed by Carl Rombkey. He stated that the activities were supported jointly by railroad and employees and carried on in the time of both.

OPINION: "The activities help a great deal toward good will advertising, as the band is in parades and plays for various occasions."

* * *

*Name of Company*—Wayne Knitting Mills
*Nature of Business*—Manufacturing Hosiery
*Activities:*

Girls' Drum Corps, which is assisted by several male drummers and buglers

The management furnishes the drums, uniforms and other regalia, keeps them cleaned and in repair, furnishes transportation and pays the individual for any time lost. Rehearsals are conducted on the employees' time. This organization is represented in almost all civic parades and assists the Volunteer Firemen's Association and the girls' club in their various activities.

OPINION: "The management feels that any one who participates or enjoys any musical activities, in general, makes a better workman. But it seems that our experience has been that the majority of the employees feel that these organizations, in time, grow burdensome. The people feel that they want to direct their diversion, and as a result our glee club, band and orchestra, which were at one time fairly successful, have been abandoned."

Talking machine and piano used to some extent during the winter.

Report submitted by: Earl H. Siebold,
*Employment Manager.*

## GARY

*Name of Company*—American Bridge Company
*Nature of Business*—Steel Bridge Construction
*Activities:*

Ambridge Glee Club of 15 male voices.

The club is active in the community and it coöperates with the Community Club in Ambridge.

OPINION: "It has received very favorable comment from various organizations in and around Gary."

Report submitted by: U. S. Steel Corporation.

## INDIANAPOLIS

*Names of Company*—L. S. Ayres & Company
*Nature of Business*—Department Store
*Activities:*

Mixed Chorus of 40: *Director*—Glenn Friermood
Orchestra of 14: *Director*—Henry Herbert

Company pays leader and buys music; employees furnish instruments and donate time. Activities carried on both in workers and in company time.

OPINION: "We think they promote a more cordial relationship between departments not otherwise connected in work or aspiration. Orchestra members enjoy playing as a group. What joy would a trombone player have in tooting his horn alone? They like to play. It is more difficult to hold the singers together. The musical activities focus on the store in a favorable way."

Welfare work in store has no connection with musical activities.

Piano and talking machine enjoyed by employees.

Report submitted by: Horace E. Ryan,
*Advertising Manager.*

* * *

*Name of Company*—Diamond Chain & Mfg. Co.
*Nature of Business*—Power Transmission Chains and Sprocket

OPINION: "We think it is a wonderful thing to carry on musical activities, but have not as yet been able to carry out our desires."

The plant has a mutual service director under the direction of the personnel manager.

Piano enjoyed by employees.

Report submitted by: C. C. Winegardner,
*Personnel Manager.*

* * *

*Name of Company*—Eli Lilly & Company
*Nature of Business*—Pharmaceuticals and Biologicals

Piano available to employees, but used very little.

Report submitted by: Frederick J. Kerr,
*Assistant Employment Manager.*

* * *

*Name of Company*—Fairbanks Morse and Company
*Nature of Business*—Manufacturers of Electric Motors

A report from J. E. Silberman had mentioned a band of 15 and an annual vaude

ville show. However, a later report of October, 1928, stated that all musical activities had been discontinued.

* * *

*Name of Company*—Pennsylvania Railroad
*Nature of Business*—Transportation
*Activities:*
Military Band of 30: *Director*—George Noel
Orchestra: *Director*—William Poirier

Report submitted by: K. S. Pulcipher,
*Editor, The Pennsylvania News*

* * *

*Name of Company*—Real Silk Hosiery Mills, Inc.
*Nature of Business*—Manufacturing Silk Hosiery
*Activities:*
Mixed Chorus of 100: *Director*—Arnold Spencer

Activities supported by company and carried on in both workers' and company time.

OPINION: "Musical activities help only to establish ourselves in the community as an ideal place to work. We do not sell our merchandise in this state."

Chorus has broadcast and has presented comic operas at the largest theater.

* * *

*Name of Company*—Robins Body Corporation
*Nature of Business*—Auto Bodies
*Activities:*
Orchestra: *Director*—Harold Stevens
Source of support: "Profits from our own concessions go to this fund."
Piano enjoyed by employees.

Report submitted by: Fred J. Kusihner,
*Secretary.*

## SOUTH BEND

*Name of Company*—Studebaker Corporation
*Nature of Business*—Automobiles
*Activities:*
Band of about 50 players

Report submitted by: C. A. Lippincott,
*Manager, Coöperative Department.*

## WHITING

*Name of Company*—Standard Oil Company
*Nature of Business*—Petroleum Refinery
*Activities:*
Concert Band of 50: *Director*—Morgan L. Eastman
Mandolin Club of 6

Activities supported by company and carried on in both workers' and company time.

OPINION: "Should improve morale. Educational advantage to those participating. There are limitations to the extent of the effect of musical organizations of the health, efficiency, the morale of the workers, the cutting down of labor turnover, etc., and it would be practically impossible to measure accurately the benefits relative to the above. It is a question that must necessarily be answered very indefinitely, but I do believe that some benefits are derived. The definite benefits, however, in my opinion are reflected on the members of the organization themselves."

Band takes part in community concerts.

Industrial Relations Plan followed in this industry.

Report submitted by: W. N. Bercaw,
*Asst. Director of Industrial Relations.*

# IOWA

## BURLINGTON

*Name of Company*—* Chicago, Burlington & Quincy R. R. Co.
*Activities:*
Band
* Data supplied by Greater Burlington Association.

## CEDAR RAPIDS

*Name of Company*—* Killian Company
*Activities:*
Mixed Chorus
* Data supplied by the Playground Commission.

* * *

*Name of Company*—W. F. Main Co.
*Activity:*
Band

Data supplied by Robert L. Shepherd, *Advertising Manager,*
*Buescher Band Instrument Co.*

* * *

*Name of Company*—Quaker Oats Company
*Nature of Business*—Cereal Products

A report dated October 30, 1928, from Arthur Poe, Assistant Manager, was as follows: "We have made several attempts to organize an orchestra among our employees but it has failed. At the present time there does not seem to be any demand from our employees for such an organization. The girls have a piano and a phonograph in their dining room. The men give minstrel shows and various entertainments and have a quartet. This is the extent of our musical activities at the present time."

A brief report from the Cedar Rapids Playground Commission, for the month of November, 1927, had included a mention of a chorus of the women employees of the Quaker Oats Company which had been organized by Mrs. Clare Nichols, the assistant superintendent of Commission. There were 25 singers present at the rehearsal mentioned in the report.

*Name of Company*—* Rock Island Shops
*Activities:*
Male Quartet
* Data supplied by the Playground Commission.

* * *

A report on National Music Week from Mrs. Clare Nichols of the Playground Commission, stated: "Four large stores had us furnish an hour's musical program during the day. We put Victrolas in banks."

## COUNCIL BLUFFS

*Name of Company*—Union Pacific Railroad
*Nature of Business*—Transportation
*Activities:*
Band: *Director*—Rudolph Barg

Report submitted by: Carl R. Gray,
*President.*

## DAVENPORT

*Name of Company*—M. L. Parker Company
*Nature of Business*—Department Store
*Activities:*
Community Singing: *Director*—E. J. Schurtz
Mixed Chorus: *Director*—Mrs. Amalia Schmidt Gobble
Operetta Group: *Director*—Mrs. Amalia Schmidt Gobble

Expenses of activities met by company. Activities carried on both in workers' and company time.

OPINION: "Tends to strengthen morale and make for friendlier, happier group. Also is valuable asset in building good will throughout the community. Some of the comments of the workers themselves are the following: 'We work a lot better after we sing in the morning.' 'Chorus practice always takes away those Monday morning blues.' 'Gives a fellow more pep for the whole day.'"

Store chorus sings at hospitals, for charity benefits and on civic programs. It presents concerts gratis in churches and schools in small towns and community centers in a radius of fifty miles. It also sings from Station WOC.

Welfare work in charge of Miss Carla Holtermann, Educational Director, who is also a soloist with the chorus.

Musical instruments used by the employees and enjoyed.

Report submitted by: E. Judson Schurtz,
*Advertising Manager.*

In a previous report by Mr. Schurtz he had stated that there was carol singing during the Christmas season. He added that one rehearsal of the chorus per week was held on company time and one on workers' time. He stated that the carol singers sang for the general public twice daily during the holidays. He further stated that the singing of the chorus in nearby towns built more good will and made more friends for the store than anything else that was done. He added, "Best advertising medium we have and the cheapest too."

* * *

*Name of Company*—Schmidt Music Company
*Nature of Business*—Musical Merchandise
*Activities:*
Concert Orchestra: *Director*—Henry Sonntag

MOTORMEN AND CONDUCTORS IN THIS GLEE CLUB

A career in radio and in safety meetings recorded by male chorus of United Railways in Baltimore.

Expenses of activities met by company and activities carried on both in workers' and in company time.

OPINION: "The movement is primarily for advertising, but it reacts favorably upon the morale of the employees. The orchestra has the reputation of being one of the best concert organizations in the community. It has been giving concerts for about forty years, and has been one of the best units in advertising and good will building."

Report submitted by: CARL C. SCHMIDT,
*President and Treasurer.*

## DES MOINES

*Name of Company*—* DES MOINES CITY RAILWAY COMPANY
*Activities:*
Men's Glee Club
* Data supplied by Chamber of Commerce.

* * *

*Name of Company*—HARRIS-EMERY COMPANY
*Nature of Business*—Merchants
*Activities:*
Community Singing: *Director*—Mabel F. Meek
Mixed Chorus, during month of December: *Director*—Susan Bender Eddy
Activities supported by company and carried on in company time.

OPINION: "Music creates a spirit of happiness and interest in the work. It adds zest and enthusiasm. An influence for a love of better things in life. Our music has created a feeling in Des Moines that the Harris-Emery Company has a civic pride—that it wants its employees to be contented and happy."

The company arranges for singing at hospitals, institutions and settlement houses.
There is an educational director, who supervises all music activities.
A piano for the use of employees.

* * *

*Name of Company*—YOUNKER BROS., INC.
*Nature of Business*—Department Store
*Activities:*
Community Singing during Music Week each year
Mixed Chorus for Christmas Caroling during the holiday season
Activities supported by company and carried on in company time.

OPINION: "Fine for creating a Christmas spirit."

Report submitted by: W. G. CUNNINGHAM,
*Assistant Superintendent.*

## FORT DODGE

*Name of Company*—U. S. GYPSUM COMPANY
*Nature of Business*—Gypsum Products
*Activities:*
Red Top Band of 40 players: *Director*—J. J. Gecks

The employees own their instruments and uniforms. The company furnishes the leader, music and band quarters. Activities carried on mostly in workers' time.

OPINION: "Our band activity is ideal in promoting good relations between employer and employees. It is a good morale builder, tending toward contentment, increased efficiency and decreased labor turnover. Although some disinterest and dissatisfaction is noticed at times among certain members, the greater part of the workers are very enthusiastic about the band activity. It has a local effect only as to goodwill advertising, for our distribution is national."

The band participates in street parades, plays at parks and resorts and at charity affairs, in addition to playing for company socials, shows and picnics.

Welfare work in charge of George H. Buser, Director of Personnel.

Report submitted by: George H. Buser,
*Director of Personnel.*

### SIOUX CITY

*Name of Company*—Sioux City Gas & Electric Co.
*Activities:*
†Band and Orchestra and Singing Groups
* Data supplied by Chamber of Commerce.

## KANSAS

### ARKANSAS CITY

*Name of Company*—Atchison, Topeka & Santa Fe Ry. Co.
*Nature of Business*—Railroad Shops
*Activities:*
Band of 50 players: *Director*—A. E. San Romani
Harmonica Band of 12 members: *Director*—A. E. San Romani

Expenses met by band members and activities carried on after working hours.

OPINION: "I do not believe that the company cares much about music in any way as they never help. Members and families enjoy the different concerts. Much interest is displayed, especially in view of the fact that the workers must pay all the bills. The band is placing the name of the company before the public. Most people think that the company is doing it for the good of the community. In reality it is the members themselves."

The band plays for Legion picnics, fashion shows, retailers' meetings and civic clubs.

Report submitted by: A. E. San Romani,
*Director of Band.*

### ARMSTRONG

*Name of Company*—* Union Pacific System
*Nature of Business*—Transportation
*Activities:*
Band: *Director*—J. S. Priestly

* Data supplied by: Carl R. Gray,
*President of Union Pacific.*

## CONWAY SPRINGS

*Name of Company*—Missouri Pacific Railway Co.
*Nature of Business*—Transportation
*Activities:*
Missouri Pacific Boy Scout Band of 60 players: *Director*—F. B. Patton
Missouri Pacific Orchestra of 11 players: *Director*—F. B. Patton

## ELDORADO

*Name of Company*—* Empire Gas & Fuel Company
*Activities:*
Band
* Data supplied by Chamber of Commerce.

* * *

*Name of Company*—* Skelly Oil Company
*Activities:*
Orchestra
* Data supplied by Chamber of Commerce.

## HORTON

*Name of Company*—Chicago, Rock Island and Peoria Railroad
*Nature of Business*—Transportation

A report from C. E. Farley, general locomotive foreman, mentioned community singing with thirty participants, directed by R. Baker, and a band of twenty-six players, with W. J. Stone as director. He said that the expenses were met through the earning power of the band and that the activities were carried on in the workers' time.

A letter from Jules A. Bourquin, of the Kiwanis Club at Horton, and dated January 6, 1927, indicated that the band was about to pass out of existence. An inquiry to Mr. Bourquin brought the following reply of September 1, 1928: "Under the leadership of Q. I. Lewis of Powhattan, Kansas, the band is now functioning nicely. It has given weekly concerts up town all summer. On August 25 it took part in the Rock Island Lines Athletic Tournament at Moline, Ill., and next week it is to play three days for our Tri-County Fair and Stock Show."

A further reply from Mr. Farley added this information: "We have a thirty-piece band here composed mostly of our local employees, although we do not insist on it. As there is no other band in this community, we use any one who plays an instrument. I am managing the organization."

## KANSAS CITY

*Name of Company*—* Cudahy Packing Company
*Activities:*
Puritan Glee Club
* Data supplied by Chamber of Commerce.

## LAWRENCE

*Name of Company*—Fraternal Aid Union
*Nature of Business*—Benefit Association

*Activities:*

Band in Home Office of Company: *Director*—Walter Rigdon

The company furnishes instructor and leader. The city pays $600 per year for weekly concerts by the band in the summer. The activities are carried on part in the workers' and part in company time.

OPINION: "Good."

The band plays for patriotic and other civic occasions free of charge. It has filled numerous outside engagements. The manager of the band is the national treasurer of the Union.

Report submitted by: T. J. Sweeney,
*National Treasurer.*

## PARSONS

*Name of Company*—Missouri, Kansas & Texas R. R. Co.
*Nature of Business*—Transportation
*Activities:*

Community Singing, at safety and conservation meets and banquets
Katy-Parsons Shop Band, the official band of the Railroad.
*Director*—W. E. Thomasson, full-time band instructor for the System
Junior Shop Band: *Director*—W. E. Thomasson
Orchestra for dances or concerts
Minstrel Show staged about twice annually for the benefit of the band

Cost of maintenance of the Parsons Bands and the six others on the System is virtually taken care of by the Katy.

The band holds daily rehearsals at noon. It plays free open air concerts in the summer and indoor concerts in the winter. It has been the official band at state fairs at Sedalia, Missouri; Dallas, Texas; Oklahoma City and Muskogee, Oklahoma.

OPINION: "Our bands have proved beyond any doubt to be the greatest instrument possible for making friends and getting business. They afford the broadest channel as an advertising and publicity medium. From a standpoint of personnel, nothing could be better."

Report submitted by: W. E. Thomasson,
*System Band Instructor.*

A report from the Railroad Y.M.C.A. states that E. Bunting, the General Secretary, leads singing at noon hour meetings at the M. K. & T. Shops.

## PITTSBURG

*Name of Company*—Kansas City Southern Ry. Co.
*Nature of Business*—Transportation
*Activities:*

Kansas City Southern Band of 30 players: *Director*—E. Manoni

The employees in the band are paid their regular shop wages when playing for picnics or other celebrations. The director is paid by the company. The rehearsals are held weekly on the men's time.

OPINION: "Has proved very satisfactory with us at Pittsburg, home of the band. This activity helps toward good-will advertising by affording entertainment for the public as well as good music for everybody."

The band appears both at Pittsburg and out of town. The personnel supervisor assists in the activities of the band.

Report submitted by: H. M. Ray,
*Personnel Supervisor.*

## TOPEKA

*Name of Company*—Atchison, Topeka & Santa Fe Ry. Co.
*Nature of Business*—Transportation
*Activities:*

Santa Fe Choral Society: *Director*—Paul Lawless
Orchestra of 14 players: *Director*—Paul Lawless

Organizations supported by sale of tickets to concerts. Activities carried on in the evenings during workers' time.

OPINION: "Could be made very attractive and high-grade advertising if company would support the activities and if free concerts were given. So far only expressions of appreciation but no financial aid from company other than its providing the recreation hall for practice and concerts."

Piano, bought by employees.

Report submitted by: J. E. Foley,
*Chief Clerk—Chief Engineer.*

## WICHITA

*Name of Company*—Coleman Lamp & Stove Company
*Nature of Business*—Manufacture of Lamps, Stoves, Irons
*Activities:*

Coleman Chorus with an average of 20 singers: *Director*—M. L. Vaughn
Coleman Band of 12 players: *Director*—L. F. Rosenberger

Expenses of groups maintained half-and-half by company and employees. Activities carried on in workers' time.

OPINION: "No tangible evidence of any effect though we believe it helps to develop plant spirit and promotes a better coöperation between workers. Those that take part say they enjoy it, and some are very enthusiastic. Probably of little value as good-will advertising, for a very small per cent of our product is sold in local community. The effect of the musical organizations is therefore purely local."

The groups occasionally appear at church and community affairs.

There is welfare work "only in the sense that our personnel department are all welfare workers, in that it is our job to look out for the employees' welfare including social and recreational."

Talking machine and piano enjoyed by employees.

Report submitted by: A. A. Knapp,
*Director of Personnel.*

A previous report from Wanda Lee, women's worker, had mentioned community singing once a week at a religious meeting, a women's glee club and an orchestra as being organized. Miss Lee gave this opinion: "The company feels that these activities are favorable to the health, efficiency and morale of the employees, but have little effect on the labor turnover."

* * *

*Name of Company*—Kansas City, Mexico & Orient Ry. System
*Nature of Business*—Transportation
*Activities:*

Orient Railway Band: *Director*—Roy Dewing

Band maintained half by company and half by employees.

Activities carried on in workers' time.

OPINION: "We do not believe the band has aided materially in the cutting down

of labor turnover, but it has been very valuable as an advertising feature and morale builder. The band constantly have community affairs."

Report submitted by: H. C. Brady,
*Manager of Publicity.*

* * *

*Nature of Company*—Kansas Gas & Electric Company
*Nature of Business*—Electric Public Utility
*Activities:*

Male Glee Club of 20 singers: *Director*—L. O. Ripley, Vice-President of the Company

Glee Club supported entirely by company and activities carried on in company time.

OPINION: "Considered worthwhile. Club has the hearty coöperation of all participating members."

An electric player piano is enjoyed by the employees.

Report submitted by: H. B. Marts,
*Assistant District Superintendent.*

# KENTUCKY

## COVINGTON

*Name of Company*—Chesapeake & Ohio Railroad
*Nature of Business*—Transportation
*Activities:*

Band.
*Director*—G. C. Stein
Orchestra.
*Director*—G. C. Stein

Activities supported fifty-fifty by company and employees. Carried on in workers' time.

Report submitted by: B. F. Bryant,
*Director of Health and Recreation.*

## HARDBURLY

*Name of Company*—Hardy-Burlingham Mining Company
*Nature of Business*—Coal Mining
*Activities:*

Hardburly Orchestra of 7 players: *Director*—Finley Cecil

Orchestra maintained half-and-half by company and employees. Activities carried on in the time of both.

OPINION: "Great assistance. Disappointment of the workers is pronounced when the orchestra is unavoidably absent from picture show performances. The orchestra provides the music for the monthly banquet of the Kentucky River Mining Institute, thus keeping the name of the company before the people of the Field."

The orchestra plays in Sunday School and at local entertainments.

Piano enjoyed by the employees.

Report submitted by: D. A. Wilson,
*Chief Clerk.*

## LOUISVILLE

*Name of Company*—* Kaufman & Straus
*Activities:*
Community Singing
* Data supplied by Neighborhood House Music School.

* * *

*Name of Company*—* Kentucky and Indiana Terminal Railroad Co.
*Nature of Business*—Transportation
*Activities:*
Orchestra and Band
* Data supplied by Board of Trade.

* * *

*Name of Company*—Louisville Cab & Transfer Co.
*Nature of Business*—Taxicabs and Baggage
A report from C. D. Morot, Assistant General Manager, stated that until a year ago there had been a band. Due to the nature of the business it had to be abandoned.

* * *

*Name of Company*—Standard Sanitary Mfg. Company
*Nature of Business*—Plumbing Supplies
*Activities:*
Community Singing at noonday shop meetings: *Director*—William K. Fries
Band of 50 players: *Director*—J. E. Robertson
Band maintained by company and recreation department. Activities carried on in both workers' and company time.
OPINION: "We believe it to be a good cause. The workers all enjoy the music. The activities keep the name Standard before the public."
The band plays free concerts at the public parks every Friday during the summer season.
The welfare worker is William K. Fries, who directs the community singing.
Report submitted by: Henry Nufer,
*Production Superintendent.*
A previous report from Mr. Nufer had mentioned the Standard Sanitary Minstrels, a male quartet and an orchestra of 8. He added that a picnic had been given each year at one of the local parks and that the money thus made was sufficient to pay for a set of high-grade band instruments, a large library of music, two sets of uniforms, a large portable bandstand and other equipment.
He added that when the band was called out for parade work or a concert during the day, the company paid full time to the members for time lost from their work.
Mr. Nufer gave the following opinions:
"The company is of the opinion that a reasonable break in the daily routine has some value to the morale of the men. A few activities, such as occasional concerts, etc. during the lunch periods assist somewhat in preventing reduction of productive effort in the workers' regular occupation.
"One concert is given each week, generally in cafeteria, during noon hour, and these weekly concerts are thoroughly enjoyed and looked forward to by the employees. It is a noticeable fact that the patronage of the cafeteria is greater on the day of the concert than on other days.

"On occasions, when we had seen fit to discontinue these noon-day concerts, there have been so many objections raised by the workmen themselves, that we had to resume giving these concerts, and it is very noticeable that the men work better and are more cheerful for the rest of the day, and it is the opinion of the workers themselves and those who have watched this effect, that the music furnished by the band in the plant and in cafeteria is a large factor in relieving monotony on the job, furnishing recreation and adding to their general well being as employees of this company.

"These musical activities have had little effect in increasing the company's reputation in general; however, they have been a large help to the good-will advertising of the company, and in the placing of the company's name before the public in Louisville."

* * *

*Name of Company*—Stewart Dry Goods Co.
*Nature of Business*—Department Store

A report from Stanley H. Averill, the manager of the piano department, indicates that, while there are no organized musical activities in this store, there is a player piano in the employees' rest room. Community singing has been held at times in the morning before the opening of the store.

* * *

*Name of Company*—* Street Car Company
*Nature of Business*—Street Railway
*Activities:*
Inspector's Quartet
* Data supplied by Helen McBride, Louisville Conservatory.

## LYNCH

*Name of Company*—United States Coal and Coke Company
*Nature of Business*—Coal and Coke
A report from the U. S. Steel Corporation mentioned four white groups and three colored groups active musically among the employees of the company.

## NEWPORT

*Name of Company*—Andrews Steel Company
*Nature of Business*—Manufacturer of Steel Products
*Activities:*
Andrews Steel Company Orchestra
Report submitted by: R. A. Boggs.

* * *

*Name of Company*—* Newport Rolling Mill Company
*Nature of Business*—Mills
*Activities:*
Orchestra
* Data supplied by Chamber of Commerce.

# LOUISIANA

## BATON ROUGE

*Name of Company*—Standard Oil Co. of Louisiana
*Nature of Business*—Refining of Oil
*Activities:*

Standard Refinery Band: *Director*—J. E. Snee
Stanocolo Choral Club, formerly active but now disbanded
Minstrel Shows given twice under the direction of L. H. Unglesby

Band supported by company. Rehearsals conducted part on company's time and part on the men's time. Out-of-town engagements on company's time.

OPINION: "My observation would be that the company considers its band a good investment with regard to health, efficiency and morale. Also that the advertising value of a good and well-equipped band is worth its cost. The enthusiasm of the men themselves, aided by opportunities for occasional band trips, keeps the organization to its high standard. The company seems to feel that the refinery band furnishes considerable good-will advertising, for the company is very liberal in sending the organization here and there over the state to fairs, conventions and the like."

Choral Club dropped for lack of employees' interest. An attempt to revive it was a failure, for the same reason.

Report submitted by: L. H. Unglesby,
*Assistant Employment Manager.*

## BRAITHWAITE

*Name of Company*—E-Z Bag Factory
*Nature of Business*—Bags

A report from the New Orleans Association of Commerce mentioned musical activities at this plant.

## DESTRAHAN

*Name of Company*—Mexican Petroleum Corporation
*Nature of Business*—Oil

A report from the New Orleans Association of Commerce mentioned musical activities at this plant.

## NEW ORLEANS

*Name of Company*—D. H. Holmes Co., Ltd.
*Nature of Business*—Department Store

J. E. Pasquet, Educational Director of Duo-Art Department, reports community singing before the opening of the store in the morning.

OPINION: "The singing of a few popular songs in the morning, attended by about ten messenger boys, of no value whatsoever. Rather it is detrimental on account of the poor class of music used."

He added that the organization of a band had been suggested.

* * *

*Name of Company*—Laundry and Dry Cleaning Service,
*Nature of Business*—Laundry and Dry Cleaning

*Activities:*

Band: *Director*—Harry Mendelson

Band supported by company, and activities carried on both in workers' and in company time.

OPINION: "Under-estimated value—but excellent. Ninety-five per cent of the population of New Orleans knows of the Laundry Band. The general neatness of the uniforms also aids in advertising our cleaning department."

The band plays in all civic parades and occasionally gives concerts in public parks.

Report submitted by: MAX N. KOHLER,
*Vice President.*

* * *

*Name of Company*—NEW ORLEANS PUBLIC SERVICE, INC.
*Nature of Business*—Gas, Railway and Electricity
*Activities:*

Band: *Director*—F. Woods.

Mandolin and Glee Club of 25 members: *Director*—Leslie George

Company bears all the expenses except that for the instruments, which the employees pay for themselves.

OPINION: "We find that musical activities create a good morale among the employees and keep them interested in their work. We receive information from time to time from the employees that these activities do afford them recreation and do relieve the monotony of the job. They also create good-will advertising through keeping the company's name foremost in the consumers' minds."

Welfare work in charge of Jay C. Barnes.

The employees have talking machines and radios at the different car barns.

Report submitted by: W. DUTY,
*Acting Superintendent of Transportation.*

* * *

*Name of Company*—PAN-AMERICAN LIFE INSURANCE COMPANY
*Nature of Business*—Insurance
*Activities:*

Band of 30 players: *Director*—William J. Braun

Members of the band are paid for rehearsals on the basis of half company time and half workers' time.

OPINION: "The band puts the name of the Pan-American before the public in all worthwhile movements. The band is distinctively uniformed and carries in all engagements a banner bearing the name of the company."

The band takes part in civic and charitable events.

Report submitted by: CHARLES J. MESMAN,
*Business Manager of Band.*

* * *

*Name of Company*—* SOUTHERN PACIFIC RAILROAD COMPANY
*Nature of Business*—Transportation
*Activities:*

Band

* Data supplied by Playground Community Service Commission.

A report from the New Orleans Association of Commerce mentioned musical activities at the following plants:

Beekman' Clothing Store
Chalmette Laundry
Standard Oil Company

### SELLERS

*Name of Company*—New Orleans Refining Company
*Nature of Business*—Oil

A report from the New Orleans Association of Commerce mentioned musical activities at this plant.

### SHREVEPORT

A report from the Chamber of Commerce stating that one of the local oil companies had at one time maintained a band but that it no longer existed.

A report on the Shreveport Music Week for 1927 mentioned a sing-song for employees at Feibleman's Department Store.

## MAINE

### PORTLAND

*Name of Company*—American Can Company
*Nature of Business*—Manufacturing
*Activities:*

General singing and program planned from outside

* Data supplied by Mrs. Florence Bremon.

* * *

*Name of Company*—*Cumberland County Power and Light Company
*Nature of Business*—Public Utilities
*Activities:*

Orchestra of 18 players

* The above activity reported by Mrs. Florence Bremon.

* * *

*Name of Company*—Eastman Bros. and Bancroft Co.
*Nature of Business*—Store

Mrs. Florence Bremon reports much talent among the employees of this firm who put on annually one or two big events such as a minstrel show staged at Frye Hall.

* * *

*Name of Company*—Grand Trunk Line
*Nature of Business*—Transportation

Mrs. Florence Bremon reported two shows given by this branch of the Canadian National Railway.

* * *

*Name of Company*—T. A. Huston & Company
*Nature of Business*—Manufacturer of Biscuits
*Activities:*

General singing and programs planned from the outside

This work introduced by Mrs. Florence Bremon, Chairman of Music in Industry, Maine Federation of Music Clubs.

* * *

*Name of Company*—New England Telephone and Telegraph Company
*Nature of Business*—Telephone and Telegraph
*Activities:*

Miscellaneous programs by employees and occasionally by outside club members

The above activities reported by Mrs. Florence Bremon, who adds that the employees sometimes put on programs at the hotels.

* * *

*Name of Company*—Rines Bros. Department Store
*Nature of Business*—Merchandise
*Activities:*

Programs of a miscellaneous nature by employees with programs by music club members once a month.

The above activity reported by Mrs. Florence Bremon, who added that at Christmas time the store had advertised that there would be Christmas caroling by the employees at certain hours every day. Mrs. Bremon helped with two programs during that season.

* * *

A report from C. M. Harding, Secretary of the Railroad Y.M.C.A., states: "Our work is conducted in two shops connected with the Boston and Maine Central railroad companies. Music forms only a part of the meetings, but a very vital part. The men always respond and feel better afterward. This work, which has been organized for about twenty years, reaches four hundred men."

## ROCKLAND

A report from the Chamber of Commerce mentioned a musical benefit for employees' relief at the Rockland and Rockport Lime Company. However, Everett E. Libby, the Safety Engineer of that company, replied "no activities" in answering the questionnaire.

The Chamber of Commerce report also mentioned group singing at various picnics of the employees of Fuller-Cobb-Davis.

## WATERVILLE

E. W. J. Benn, secretary of the Railroad Y.M.C.A., reported singing during the dinner hour at the Maine Central shops.

# MARYLAND

## BALTIMORE

*Name of Company*—Baltimore and Ohio Railroad Co.
*Nature of Business*—Transportation
*Activities:*

Baltimore and Ohio Railroad Glee Club of 75 voices: *Director*—George Castelle
Baltimore and Ohio Women's Music Club of 80 voices: *Director*—Virginia Blackhead
Mt. Clare Shop Band of 50: *Director*—Paul Mueller
Formerly an operetta group, which gave "The Mikado" and "Pinafore"

The company helps the bands by allowing them rehearsal time and cost of uniforms. Welfare organizations help support them. The women's and men's Music Clubs are self-supporting. They rehearse in their own time at night.

OPINION: "The organization spirit of all those connected with the singing clubs is excellent but cannot state how much this is influenced by association in the activity. The men and women forming the clubs are the sort that would be loyal under any conditions. The effect of the band work on the players from the loyalty viewpoint is questionable but the bands are helpful at meetings."

The men's and women's singing clubs sing for various organizations, such as hospitals.

W. W. Wood is in charge of welfare and safety for the railroad.

Musical instruments for employees.

Report submitted by: R. M. Van Sant,
*Editor of Baltimore and Ohio Magazine.*

* * *

*Name of Company*—The Baltimore Sun
*Nature of Business*—Newspaper
*Activities:*

Evening Sun News Boys' Band, composed of news boys, not direct employees. *Director*—Frank Morse

Expenses met by company.

OPINION: "Not connected with work in the plant. Reports of the boys enthusiastic and unanimous. Gives them musical education which they seek and appreciate. We do not check its advertising value, which is obvious. It is intended to interest the boys themselves, but the band in news-boy parade and in public events does make good will."

The band plays for charity and community welfare on request, without charge. It also plays in distinctly Evening Sun events.

Report submitted by: Edwin A. Fitzpatrick,
*Promotion Manager A. S. Abell Co., Proprietors.*

* * *

*Name of Company*—Consolidated Gas, Electric Light and Power Company
*Nature of Business*—Gas and Electricity.
*Activities:*

Community singing at Service Club dinners, with special leaders
Mixed Chorus, at Annual Show: *Director*—J. P. Tingle

Male Glee Club of 60 members: *Director*—J. P. Tingle
Women's Glee Club of 65 members: :*Director*—J. P. Tingle
Operetta Group: *Director*—J. P. Tingle

There was $2,000 appropriated for the purpose by the company and $200 contributed by employees. Activities carried on in workers' time.

OPINION: "Company well pleased with results. Interest displayed by members of these clubs is evidence that they are enjoyed by them. These musical units have been operating satisfactorily for the past four years. We do not use our organizations for good will or advertising in any way."

Groups take part in outside events only upon request of city organizations.

There is a welfare worker, who is not connected with the musical organizations.

A talking machine enjoyed at clubhouse.

Report submitted by: CHARLES S. LEWIS,
*Secretary-Manager, Baltimore Gas and Electric Association.*

* * *

*Name of Company*—GENERAL ELECTRIC CO.
*Nature of Business*—Manufacturer of electrical apparatus
*Activities:*

Male Glee Club of 30 members: *Director*—Dr. M. J. Hamma
Women's Glee Club of 30 members: *Director*—Dr. M. J. Hamma

Expense met by employees and activities carried on in workers' time.

Activities a part of program of the G. E. Triangle Club at the Baltimore works. Piano owned by Club and enjoyed by employees.

Report submitted by: HERBERT W. HOOVER,
*President Triangle Club.*

* * *

*Name of Company*—HOCHSCHILD-KOHN CO.
*Activities:*

Orchestra

* Data supplied by Baltimore Association of Commerce.

* * *

*Name of Company*—HUTZLER BROTHERS CO.
*Nature of Business*—Department Store
*Activities:*

Mixed chorus: *Director*—Mrs. L. M. Tarbell
Orchestra: *Director*—Leon Harris

Activities supported financially by company and carried on both in workers' and in company time.

OPINION: "It strengthens the morale of the workers. We cannot determine as to whether these activities influence their health and efficiency. We do not believe that they in any way affect labor turnover. However, we hesitate to release a drummer or a saxophone player. Employees enjoy the singing and on the day on which the group singing is held this enjoyment seems to be carried to their work."

Welfare work in charge of Mrs. L. M. Tarbell.

Piano enjoyed by employees.

Report submitted by: Personnel Superintendent.

*Name of Company*—MARYLAND CASUALTY CO.
*Nature of Business*—Casualty Insurance and Surety Bonds
*Activities:*

Women's Chorus: *Director*—H. S. Jefferson
Orchestra, which plays for Marcasco Players and for company dances
Operettas, given by Marcasco Players: *Director*—A. B. Wilkie
Organ recitals on Sunday afternoons from November to May. A different organist for the recital each week. J. Norris Hering, official organist for the Women's Chorus, appears on Sunday programs when chorus sings

Company meets expense of chorus, Marcasco Players Co. gives use of auditorium. Activities carried on chiefly in workers' time.

OPINION: "We think they help to maintain a good spirit."

Company provides a hostess in the club house, Miss Blanche Wilkins, and also two nurses, but these have no connection with the chorus. The company has pianos—one in the Girls' Social Hall, and also a talking machine. Pipe organ in auditorium of club house, which seats more than 1,300.

Report submitted by: HARRY A. WARNER,
*Supervisor of Publicity.*

* * *

*Name of Company*—PENNSYLVANIA RAILROAD CO.
*Nature of Business*—Transportation
*Activities:*

Band and Orchestra.

Report submitted by: G. L. PECK,
*Vice-President.*

* * *

*Name of Company*—THE UNITED RAILWAYS AND ELECTRIC CO.
*Nature of Business*—Street Railway
*Activities:*

Male Glee Club of 25 members: *Director*—John Paul Tingle
Women's Glee Club of 35: *Director*—John Paul Tingle
Band of 30 players: *Director*—B. O. Belt

Financial support comes from the company. Activities carried on during the time of the employees', except in the case of motormen and conductors, who are allowed time to attend rehearsals and are paid therefor.

OPINION: "We consider it absolutely worth while, and members of these bodies are most enthusiastic in their work. Members look forward with pleasure to rehearsal periods, not only for the opportunity to mingle with their fellows, but to prepare themselves for public appearances. The public looks with favor upon the efforts of these bodies to entertain, and the reaction is reflected in good will. Radio concerts are followed with many commendatory letters from the radio public."

Musical groups take part in public affairs, the singing bodies appearing before improvement associations and safety council meetings as well as in radio concerts.

Welfare work in charge of J. H. Ridgely, who is not connected with activities in music.

Piano enjoyed by employees.

Report submitted by: C. D. EMMONS,
*President.*

### CUMBERLAND

*Name of Company*—Baltimore and Ohio Railroad
*Nature of Business*—Transportation
*Activities:*
B. & O. Shop Band of 35: *Director*—Frank DeLuca
Orchestra: *Director*—Frank DeLuca
Expense met in part by company, in part by employees and activities carried on in the time of both.

Report submitted by: Frank DeLuca,
*Band Leader.*

### ORANGEVILLE

*Name of Company*—* Pennsylvania Railroad Shops
*Nature of Business*—Transportation
*Activities:*
Hawaiian Orchestra
* Data supplied by Baltimore Association of Commerce.

## MASSACHUSETTS

### ATTLEBORO

*Name of Company*—* Bay State Optical Co.
*Activities:*
Glee Clubs, Quartets, sometimes formed for entertainments.
* Data supplied by Chamber of Commerce.

* * *

*Name of Company*—* Frank Mossberg Corporation
*Activities:*
Male Quartet
* Data supplied by Chamber of Commerce.

### BEVERLY

*Name of Company*—United Shoe Machinery Corp.
*Nature of Business*—Shoe Machinery
*Activities:*
Band: *Director*—E. N. Preble
Orchestra—*Director*—E. N. Preble

Report submitted by: G. H. Vose,
*Assistant Superintendent.*

### BOSTON

*Name of Company*—Edison Electric Illuminating Co.
*Nature of Business*—Electric Light and Power
*Activities:*
Banjo Club or Musical Club

"ORCHESTRA OF EMPLOYEES" SHOWS WORKERS' INITIATIVE

Self-reliant attitude of many of these groups especially exemplified by this high-class organization of Lowell, Mass.

Expense met by employees and activities carried on in workers' time.
Piano and phonograph for use of employees.
Report unsigned.

A letter from K. E. Adams, Superintendent of Employment Department, states: "The company has never maintained any musical organization, as all such activities are handled through our Employees Club, which is financed, managed and operated by the employees. At one time we had a band which was sponsored by the club, but this organization disbanded several years ago."

* * *

*Name of Company*—William Filene's Sons Co.
*Nature of Business*—Specialty Store
*Activities:*

Mixed Chorus of 60: *Director*—Charles A. Young
Band of 40: *Director*—Charles A. Young
Dance Orchestra of 14 and Little Symphony Orchestra of 40: *Director*—Charles A. Young

Expenses met by company. Activities carried on in workers' and in company time.

OPINION: "It is the general opinion of the company that the musical activities are of value to the business. I believe the workers themselves receive much pleasure by taking part in or listening to all of our musical organizations. We believe that our musical activities are a help toward good-will advertising."

The band plays for hospitals, homes for the aged and benevolent societies.

Welfare work in charge of Clifford H. Bean, Executive Secretary of Filene Co-operative Society, an employee organization.

Musical instruments enjoyed by employees.

Report submitted by: Charles A. Young,
*Supervisor of Music.*

* * *

*Name of Company*—Gilchrist Company
*Nature of Business*—Department Store
*Activities:*

Community Singing by 200 employees: *Director*—Royal B. MacNair
Orchestra of 7 players: *Director*—Dr. Carleton Crook
Ukulele Club of 30: *Director*—Edith Murray
Operetta Group of 60: *Director*—Langdon Matthews

Expenses met jointly by workers and company. Activities in time of both.

OPINION: "Doubtful." (In answer to Question 5): "No definite reports from workers but considerable general enthusiasm manifested. No attempt made to use the activities toward good-will advertising."

Mrs. Gwladis F. Pray promotes musical activities in coöperation with the music committee of the Members of Gilchrist Association, the employees' coöperative organization.

Two pianos for use of employees, and found enjoyable.

Report submitted by: Gwladis F. Pray.

* * *

*Name of Company*—John Hancock Mutual Life Insurance Co.
*Nature of Business*—Life Insurance

A report from Mr. Charles J. Diman, Secretary of the Company, states: "The musical

activities of the home office organization of this company are confined solely to an employees' association. Under its promotion an orchestra has been developed which functions at various occasions during the year, as does also a double quartet. In addition, a mixed chorus has been fostered, assisting at entertainments and rendering carols at Christmas time."

* * *

*Name of Company*—Holtzer-Cabot Electric Co.
*Nature of Business*—Electric manufacturers
*Activities:*

Male Glee Club of 21: *Director*—Anton Freier
Band of 24: *Director*—Ernest H. Thielscher
Orchestra of 18: *Director*—Ernest H. Thielscher

Expense met by company. Activities carried on in workers' time.

OPINION: "We feel quite sure that there is a distinct benefit to the organization in tending toward a cheerfulness of our people and perhaps reducing appreciably the day's monotony. The workers appear to take a considerable interest in our musical activities, as is shown by their attendance at the weekly concerts and their requests for numbers. The band plays a great deal of classical music, which seems to please, but popular numbers are in the greatest demand. Our three musical groups have at times been used in ways which undoubtedly have been of value in the way of publicity."

The band makes frequent appearances in public concerts. The groups have given several performances over the radio.

No welfare work as such, but a medical department.

Report submitted by: Ernest H. Thielscher,
*Mechanical Superintendent.*

* * *

*Name of Company*—Houghton and Dutton Co.
*Nature of Business*—Department Store
*Activities:*

Mixed chorus of 40 to 50 voices: *Director*—Harry B. Lowe

Expense met by company. Activities carried on in company time.

OPINION: "Very favorable. Workers are very much interested and glad of the opportunity to participate. Good-will advertising created by broadcasting from our studio every week and having a large listening-in audience from whom we receive many letters."

Piano and phonograph found very enjoyable by employees.

Report submitted by: Harry B. Lowe,
*Assistant Superintendent.*

* * *

*Name of Company*—* Mason and Hamlin Piano Co.
*Nature of Business*—Manufacturer of Pianos
*Activities:*

Band

* Data supplied by Cundy-Bettoney Co.

* * *

*Name of Company*—The Shepard Stores
*Nature of Business*—Department Store
*Activities:*

Choral group: *Director*—Joseph Lopez

Operetta group, in process of formation: *Director*—E. Lewis Dunham

Expenses met by company. Activities carried on mainly on the company's time except in cases of unusual outside activity.

OPINION: "We have every reason to believe that music in industry plays a great part in inspiring our employees to greater effort and in giving employees and customers alike a pleasant start to the day. We find chorus members among our finest associates. The very fact that our choral activity gains in impetus each year, and the fact that our rehearsals are largely attended shows the interest. Chorus members have been found to be more interested in the store and its progress than those who do not take advantage of this activity. Our chorus is widely known throughout New England for its singing over Station WNAC, Boston. During the entire month of December the chorus sings each morning, the program being broadcast. Recently appeared for a week at Keith's Theater in Lindbergh Celebration. The fact that all the chorus members are store employees is played up, creating interest and good will."

The Personnel Director and a department member share responsibility in chorus administration.

Musical instruments enjoyed by employees.

Report submitted by: George B. Darling,
*Personnel Director.*

* * *

*Name of Company*—R. H. White Co.
*Nature of Business*—Department Store
*Activities:*

Community Singing

Liberty Chorus: *Director*—William Ellis Weston

Expenses met by company. Activities carried on both in company and in workers' time.

Musical groups take part more or less in community life.

OPINION: "Well patronized by the general public."

Piano enjoyed by employees.

Report submitted by: H. S. Christopher.

A previous report, unsigned, stated that the rehearsals were held in company time but that the employees gave the evenings whenever a concert was presented.

The following opinion was added: "The company feels that the monthly get-together sing is valuable in strengthening store spirit, and that the members of the chorus derive great benefit from it and are most loyal boosters in consequence. The fact that the members of the chorus give up so much time in the evenings to sing, is the best proof that they find the chorus worth while. The musical activities undoubtedly do help toward good-will advertising as letters and expressions of appreciation show."

## CAMBRIDGE

*Name of Company*—* Ginn & Co.
*Nature of Business*—Publishers
*Activities:*

Band: *Director*—Frank Flynn

* Data supplied by Cundy-Bettoney Co.

## CHELSEA

*Name of Company*—Forbes Lithograph Manufacturing Co.
*Nature of Business*—Lithograph Printers
*Activities:*

Community Singing at monthly gatherings and Quarter Century Club: *Director*—Charles N. Snow
Women's Glee Club of 30 voices: *Director*—Charles N. Snow
Orchestra of 10 players: *Director*—Carl Zwicki

About 50–50 share between company and employees toward piano and general expenses. Activities carried on in workers' time at noon and in evenings at Y.M.C.A., hospitals and other places.

OPINION: "We find it a benefit in many ways. The employees enjoy the glee club and orchestra. We have had several gatherings at industrial plants, thus creating good advertising."

Both glee club and orchestra have appeared at the Soldiers' Home and hospitals, and also on the radio.

Welfare work in charge of Charles N. Snow.

Report submitted by: Charles N. Snow,
*Editor of "Forbes News."*

## HOLYOKE

*Name of Company*—Crocker McElwain Co.
*Nature of Business*—Paper Manufacturing

A report of R. D. Higginbotham, assistant to the research manager, stated that the employees had the use of a piano and phonograph and that both were found beneficial.

* * *

*Name of Company*—Farr Alpaca Co.
*Nature of Business*—Linings, dress goods and tropical suitings
*Activities:*

Male Glee Club of about 30: *Director*—Robert Boys, Superintendent of No. 4 Mill
Band of 40 players: *Director*—August Dietrich
Operetta Group

Expenses met by company. Activities carried on in company and workers' time.

OPINION (as to good-will advertising): "Don't hurt any."

The band gives weekly concerts in the company's auditorium and four or five concerts held in different parks in city and in hospital.

Welfare work, in charge of Joseph Bowers and Helen Lowell, has no connection with musical activities.

Piano and talking machine found beneficial by employees.

Report submitted by: Edward J. Meacham,
*Secretary.*

* * *

*Name of Company*—* Worthington Pump and Machinery Corp.
*Activities:*

Band and Quartet

* Data supplied by Chamber of Commerce.

## HYDE PARK, BOSTON

*Name of Company*—B. F. Sturtevant Co.
*Nature of Business*—Heating and Ventilating Apparatus

A report from A. A. Courchene states: "We organized a Sturtevant Band some years ago and due to tremendous expenses involved and interest manifested it was disbanded. As we are located 10 miles in the suburbs of Boston and due to the fact that the band members live in scattered towns and suburbs, it was difficult to keep them together. The expense was greater than the reward."

## JAMAICA PLAIN

*Name of Company*—Holzer-Cabot Co.
*Activities:*

Band: *Director*—Mr. Thilcher

* Data supplied by the Cundy-Bettoney Co.

## LAWRENCE

*Name of Company*—Arlington Mills
*Nature of Business*—Worsted Yarn and Cloth
*Activities:*

Band of 30 players: *Director*—George Tetley
Orchestra of 15: *Director*—George Tetley

The company provided the larger instruments and uniforms when the band was started. The company pays regular wage rates for weekly rehearsals held inside the mill. The band has been self-supporting for a number of years.

OPINION: "We believe that our Band contributes to happiness of our employees. We do not know how any such activity can be measured so as to determine specific effect."

The band gives concerts for the employees during the summer. The orchestra entertains at inside activities connected with the mill. Both fill outside engagements.

Band and orchestra activities have no connection with the employment and medical departments.

The firm has three phonographs in its recreation rooms.

Report submitted by: James Dougherty,
*Employment Manager.*

A later report from George Tetley, the band leader, gave the following opinion: "The workers' interest is best expressed by the large number who attend band concerts given for the pleasure of employees every Wednesday noon throughout the summer." The musical activities help toward good-will advertising by assisting in making familiar the name and trade mark of the Arlington Mills and by drawing the attention of the public to it. Mr. Tetley also added the information that during the winter months there was a second band which rehearsed once a week and was really a school from which members were drawn for the regular band as they progressed.

* * *

*Name of Company*—Pacific Mills
*Nature of Business*—Textile Manufacturing

A report from H. Gilbert Francke, Service Manager, stated that the plant band had recently discontinued rehearsals.

## LOWELL

*Name of Company*—Lowell Electric Light Corporation
*Nature of Business*—Public Utilities
*Activities:*

Orchestra of Employees of the Lowell Electric Light Corporation: *Director*—Herman O. Faust. The orchestra conducted in important concerts by J. A. Hunnewell, Manager of the Corporation.

The manager of the plant has personally assisted in buying instruments and the company has helped in a small way. However, the expenses are met chiefly from the proceeds of parties given by the employees. Some new instruments have thus been purchased. The activities are carried on mostly in the workers' time but occasionally in company time.

OPINION: The orchestra has never been a business proposition with the company but the workers are undoubtedly benefited. "Study of good music has broadened vision—provided wholesome recreation and developed finer side of character by encouraging the contribution of something to the pleasure of others.

"The Orchestra of Employees is considered by leading citizens a vital force for good in the community life. We have not hoped to reap benefit in good will advertising. The orchestra is managed entirely apart from the company's business."

## LYNN

*Name of Company*—* General Electric Company
*Activities:*

Male Glee Club: *Director*—George S. Dane

* Data supplied by Associated Glee Clubs of America.

## ORANGE

*Name of Company*—Minute Tapioca Company
*Nature of Business*—Food Manufacturer
*Activities:*

Minute Tapioca Band of 25 players: *Director*—Albert W. LaBounty

The company appropriates $500 per year for the band. The balance of the expenses are met by the employees. The activities are carried on in the workers' time.

OPINION: "The Minute Tapioca Company started to foster the band at a time when it was being disbanded owing to lack of funds and support. It was the only band in town and the company was very glad to aid in perpetuating the organization. From this standpoint, therefore, it may be said that the employees as well as the officers of the company take considerable pride in it and that it is something of an aid to morale. The Minute Tapioca Company in fostering the band does obtain a certain amount of good-will advertising and enhancement of reputation within the town itself."

The band furnishes a series of public concerts each year and offers its services for charitable purposes, such as giving concerts occasionally in nearby U. S. Veterans' hospitals.

A piano is used frequently by the employees.

Report submitted by: Clarence C. Gates,
*Assistant Production Manager.*

## PITTSFIELD

*Name of Company*—General Electric Company
*Nature of Business*—Manufacturer of Electrical Apparatus
*Activities:*

General Electric Band: *Director*—S. E. Johannesen

The company pays for the time lost by the band members from their work. The bandsmen donate the noon hour for their activities. They are allowed to leave their work a quarter of an hour before the whistle blows and to return to their work a quarter of an hour after the following whistle blows.

OPINION: "The activities are beneficial."

The band obtains four or five engagements a year from the community. One concert a week is given at the works for the employees.

The welfare worker has general charge of motion pictures, dances and other activities in the auditorium.

Musical instruments provided for the employees and enjoyed by them.

Report submitted by: S. E. Johannesen,
*Section Head, Developmental Engineer.*

## SALEM

*Name of Company*—Hygrade Lamp Co.
*Nature of Business*—Manufacturer of electric lamps
*Activities:*

Orchestra

Report from Margaret Bradstreet of the Personnel Department states that during the winter months an orchestra of employees plays during the noon hour in the cafeteria. She adds: "This orchestra is made up of different people each season as new people are hired and others get tired of playing."

## SOUTH BARRE

*Name of Company*—Barre Wool Combing Co., Ltd.
*Nature of Business*—Wool Combing on Commission
*Activities:*

Band of 26 players: *Director*—John Francois

The company provides instruments and uniforms. Part of the expenses are met by employees and townspeople. The activities are carried on in the workers' time. About 23 of the bandsmen work in the mills; the remainder are from the adjoining town. The band is virtually self-supporting. At times it plays in the village and takes up a collection for its own support. If the company desires the band for any special event, it always pays the members. The men practice one night a week.

OPINION: "We consider it a good idea to have a band in the village but we doubt if the health, efficiency and morale of the workers and the cutting down of labor turnover are affected by having it. The men seem to get a good deal of pleasure out of their rehearsals."

The band plays once or twice during the summer in the summer concerts at Barre. It was employed in the fall of 1927 for two days at the Barre Fair.

Welfare work among employees is represented solely by the services of a nurse.

Report submitted by: George E. Leighton,
*Agent.*

## SPRINGFIELD

*Name of Company*—Gilbert and Barker Manufacturing Company
*Nature of Business*—Manufacturer of oil pumps and garage equipment
*Activities:*

Orchestra: *Director*—A. J. Belanger

There is $100 appropriated by the company. Previously there was a weekly contribution from employees. The activities are carried on in the time of both the company and the employees.

OPINION: "The company feels that these activities are worth while but does not force them on the employees."

Report submitted by: H. F. Cook,
*Supervisor of Employee Activities.*

* * *

*Name of Company*—Massachusetts Mutual Life Insurance Company
*Nature of Business*—Life Insurance
*Activities:*

Women's glee club of 50: *Director*—Meta Mallory Seaman

Orchestra of 7 pieces: *Director*—Holland L. Blinn

Activities supported financially by the company. Glee club rehearsals on workers' time and activities of orchestra on time of both.

OPINION: "These musical activities are very much worth while. There is probably some advertising value through the public appearances of the groups."

Three pianos provided for the use of the employees and found beneficial.

Report submitted by: B. J. Perry,
*Vice-President.*

## WALTHAM

*Name of Company*—* Waltham Watch Factory
*Activities:*

Band

* Data supplied by Civic Music Association.

## WARE

*Name of Company*—Ware Valley Manufacturing Company
*Nature of Business*—Manufacturers of Underwear
*Activities:*

Use of music during twelve-minute rest period at ten A.M. and three P.M. to relieve fatigue of workers, and to increase production.

OPINION: "I feel that the combination of rest periods and music is proving an unqualified success, although how important a part the music plays in the combined program is a rather difficult question to answer as yet. My own observation is that it is very much worth while."

Report submitted by: H. C. Gates,
*Superintendent.*

## WORCESTER

*Name of Company*—Norton Company
*Nature of Business*—Abrasives, Wheels and Machinery
*Activities:*

Band of 20: *Director*—Carl Ahlstrom

Expenses met by the company and activities carried on in company time.
OPINION: "Some slight value in promoting good feeling."
There are two pianos, used for special entertainments.

Report submitted by: W. Irving Clark,
*Service Director.*

# MICHIGAN

## ALLEGAN

*Name of Company*—Baker Furniture Factories, Inc.
*Nature of Business*—Manufacturers of Furniture
*Activities:*

Band: *Director*—Floyd E. Pike

The company pays rental of practice hall and Director's salary.
OPINION: "Under present conditions, the morale is being improved."
The band gives concerts for the community.

Report submitted by: Mr. Hulley,
*Secretary.*

## BATTLE CREEK

*Name of Company*—Kellogg Company
*Nature of Business*—Food Products
*Activities:*

Band of 40 players: *Director*—Charles Denman
Kellogg Pep Quartet
Orchestra
Dance Music in cafeteria during noon hour

Noon-hour entertainment in company time as plant runs on three shifts of eight hours each and employees' time goes on during their lunch period. Series of band concerts are given on Sunday afternoons, not only in Battle Creek but in surrounding towns, this through the courtesy of W. K. Kellogg.

Report submitted by: E. J. Freeman,
*Advertising Manager.*

* * *

*Name of Company*—Postum Company, Inc.
*Nature of Business*—Food manufacturers
*Activities:*

Male Glee Club of from 25 to 40 members: *Director*—R. E. Poff
Band of 35: *Director*—D. L. Steadman
Ukulele Club: *Director*—Pearl Williams

Activities carried on in the time of workers and of the company.
OPINION: "The company believes it has certain values."
The band gives free concerts on the company lawn during the summer months.
The welfare worker has no connection with musical activities.
Musical instruments for the use of employees.

Report submitted by: D. L. Steadman,
*Miller.*

## BAY CITY

*Name of Company*—Industrial Works
*Nature of Business*—Locomotive Crane Manufacturers
*Activities:*

Community singing with 100 participating: *Director*—A. J. Copeland
Band of 30: *Director*—James H. Bennett
Orchestra: *Director*—Harry Mathers

Company appropriates $1,000 for the musical activities, which are carried on in the workers' and in company time.

OPINION: "Our company is very keen for these musical activities. The workers enjoy our programs. The company feels that workers with instrumental ability are especially desirable."

The company has a welfare worker and a nurse but they are not connected with the musical activities.

A piano and phonograph are greatly enjoyed by the workers.

Report submitted by: A. J. Copeland,
*Purchasing Agent.*

In an earlier report Mr. Copeland gave this added opinion: "The labor turnover is low. We think the music helps a lot. The men enjoy weekly band concerts in the shop and attend well. The music does not help in any way to advertise our product but we think it generates a little pride in the workmen."

## BENTON HARBOR

*Name of Company*—Ross Carrier Co.
*Nature of Business*—Manufacturers of Auto Lumber Trucks
*Activities:*

Band: *Director*—John Byers

The company meets the expenses of the band. The activities are carried on in the workers' time.

OPINION: "The employees take added interest and pride in our organization. It reduces labor turnover and increases application for employment. The employees and their families all feel that the band is a credit and a source of pleasure to themselves and to the company. The band adds greatly to local good will but as our product is all shipped to far points, the advertising benefit is of no special value."

The band takes part in all parties and celebrations and is employed by the city for weekly open-air concerts.

Report submitted by: H. B. Ross,
*President.*

## COLDWATER

A report from R. W. Strong, Secretary of the Homer Furnace Co., stated that a male quartet of office employees which had formerly functioned was now disbanded.

## DETROIT

*Name of Company*—Buick Motor Car Company
*Nature of Business*—Automotive frames and frame parts

H. E. Bidinger, Employment Manager, gave this report: "Tried it out. Derived no good. Our employees are inclined more to sports, such as baseball, etc."

*Name of Company*—Ford Motor Company
*Nature of Business*—Automobiles
*Activities:*

Band: *Director*—H. C. Philp
Orchestra, occasionally organized from among band members

All expenses are met by the company—all uniforms, music, stands, drums and other percussion instruments are being bought by the company. The band is never for hire, in whole or in part, and every man is an employee of the company. Activities carried on both in workers' and in company time.

The factory works twenty-four hours a day, three shifts, and there is no chance for the band to play for the employees in the factory. A series of concerts is put on every season in the largest hall that can be obtained. All these concerts are complimentary to the employees.

OPINION: "You may call the music advertising but it never was intended principally for that. To me, personally, it is all that and more. I would call it a philanthropic work by Mr. Ford, as the band was organized at his instance. Being a philanthropic work, it naturally embraces good will and also advertising—you cannot stop it. The concerts are very fully attended and much enjoyed."

The service work at the plant is called "sociological." F. W. Andrews is in charge. It is not connected with the band.

Two pianos are used by the employees and much enjoyed.

Report submitted by: H. C. Philp,
*Director of Band.*

Several of the band programs attached to Mr. Philp's report listed the Dixie Ford Eight, a male octet, which took part in some of the band concerts. Another assisting group is the Ford Cornish Quartet, which consists of men employed in the radiator department at the Highland Park plant and formerly residents of Cornwall in England. Several of the band programs were broadcast from Detroit stations.

* * *

*Name of Company*—The J. L. Hudson Co.
*Nature of Business*—Department Store
*Activities:*

Mixed Chorus, at Christmas time only and consisting of 60 professional singers recruited from local choirs
Male Quartet of professional singers: *Director*—Harry E. Parker
Ladies' Quartet, also professional: *Director*—Harry E. Parker
J. L. Hudson Concert Band, professional: *Director*—Earle N. Van Amburgh

All the expenses met by company and the activities carried on in the company time. In the main, the appearances of the band and quartets are in schools and in professional engagements, for the latter of which they receive pay. The organizations contribute programs in high, intermediate and parochial schools in Detroit and environs. Little use is made of the units among the employees.

OPINION: "The musical activities carry the name of the company in the most beneficial manner possible and add 'caste' to the institution."

Several nurses in the employ of the firm call on all ill absentees. This work, of course, has no connection with the musical activities.

Report submitted by: N. E. Hicks,
*Director of Music.*

A program attached to Mr. Hicks' report was that of a Christmas service enlisting

not only the band and quartets but the special chorus with Harry E. Parker as the conductor. That program was broadcast. Assembly singing of Christmas carols was a part of the program.

## FLINT

*Name of Company*—*Buick Motor Car Company
*Nature of Business*—Automobiles
*Activities:*
Band
* Data supplied by Community Music Association.

* * *

*Name of Company*—Chevrolet Motor Co.
*Nature of Business*—Automobiles
*Activities:*
Chevrolet Quartet: *Director*—Mr. Davies
Chevrolet Motor Co. Official Band: *Director*—N. C. Holden
Factory Orchestra: *Director*—F. R. Vandusen

Expense met by the company. Activities carried on in both workers' and company time.

OPINION: "Beneficial. The noon concert diverts the men's minds and gives their nerves a rest, which they otherwise would not get. The band is used for advertising purposes in many places. It filled a week's engagement at the Michigan State Fair, playing at the Chevrolet exhibit."

The band plays in the Flint city park concerts in the summer season.

Welfare work is in charge of N. C. Holden.

There are four pianos in the factory.

Report submitted by: N. C. Holden,
*Welfare Department.*

* * *

*Name of Company*—A. C. Sparkplug Co.
*Nature of Business*—Manufacture of Spark Plugs

A report of August, 1927, from Jessie B. Scott, Employment Supervisor, stated: "We have no orchestra at the present time. We generally have one during the winter months and it is taken care of by the employees. We have pianos in both factories, also a victrola. We have other musical entertainments during the winter which I consider very valuable to the employees. The employees are always very enthuiastic over any kind of music, and often ask when we are going to have more."

* * *

*Name of Company*—* Warrick Bros.
*Nature of Business*—Dry Goods
Community Singing
* Data supplied by Community Music Association.

* * *

A report from W. W. Norton of the Community Music Association describes a composite glee club of Flint factory employees, which is called the Industrial Mutual Asso-

ciation Glee Club. Mr. Norton is the director. The Association, which consists of employees and employers of various industries, furnishes the glee club with an attractive rehearsal room, piano, files for music and other facilities. The story of the glee club is told in another chapter.

## GRAND RAPIDS

*Name of Company*—Berkeley and Gay Furniture Co.
*Nature of Business*—Furniture Manufacturers
*Activities:*

Joli Club (girls' glee club). Director supplied by Y. W. C. A.
Band of 25 players: *Director*—Herman Johnson.
Orchestra of 7.

All expenses paid by company. Activities carried on in workers' time.

OPINION: "We figure that it creates a better feeling among employees, besides giving them a more enjoyable noon hour. It is very much appreciated by a great many of the employees. The music is of no help whatever toward good will advertising, as the musical activities are solely for the employees' benefit."

The groups play concerts to which the public is invited.

Welfare work in charge of C. J. Seltzer.

Musical instruments enjoyed by employees.

Report submitted by: Theo. Baker,
*Employment Manager.*

## IRON MOUNTAIN

*Name of Company*—Ford Motor Company
*Nature of Business*—Automobiles
*Activities:*

Ford Band of 30: *Director*—Lenard Doto

Activities carried on in workers' time. The band gives community band concerts.

Report submitted by: August Van Beckum.

## JACKSON

*Name of Company*—Consumers Power Company
*Nature of Business*—Gas and Electricity
*Activities:*

Consumers Power Employees' Male Glee Club: *Director*—Charles Day
Commonwealth Girls' Glee Club of 25: *Director*—Lura Day
Consumers Power Employees' Band of 25: *Director*—P. H. Walker.

Musical activities sponsored and financed by Consumers Power Employees' Club. Club receives funds through dues from employees and contributions by company. Activities carried on in the workers' time.

OPINION: "Promotes better spirit of coöperation among employees. Tends to improve good will. Increases sociability among employees."

The musical organizations have occasional engagements before various community groups.

Musical instruments enjoyed by employees at club house and meeting room in city.

Report submitted by: W. H. Sammis,
*Assistant to Vice-President and General Manager.*

*Name of Company*—Sparks-Withington Co.
*Nature of Business*—Automobile and Radio Horns
*Activities:*

Male Glee Club of 12: *Director*—H. A. White

There was formerly an orchestra directed by J. Davis, but it has disbanded.

The company pays all the expenses. Rehearsals are held for an hour at close of day's work. The director gives his services free.

OPINION: "Have not been able to see any value along these lines so far. . . . Several of the chorus have expressed themselves as feeling that the company has a real interest in them other than the fact of their being workmen."

The chorus has sung at several lodge meetings, schools and churches.

W. H. Goldwire has charge of welfare work but has no connection with musical activities.

Piano and phonograph enjoyed by employees.

Report submitted by: H. A. White,
*Factory Manager.*

## KALAMAZOO

*Name of Company*—Kalamazoo Vegetable Parchment Co.
*Nature of Business*—Parchment, Bond and Wax Papers
*Activities:*

Community singing at group meetings: *Director*—Don McDowell
Community Chorus: *Director*—Don McDowell
Parchment Minstrel Glee Club: *Director*—Don McDowell
Ladies' Quartet: *Director*—Effie Bosker
Band—temporarily inactive at the time of the report: *Director*—Don McDowell
Community Orchestra: *Director*—Harold King

Expenses met partly by company and partly by employees. Activities carried on in workers' time.

OPINION: "In a general way it is a good thing. Makes for good fellowship and a better spirit of coöperation, especially for those connected with any of the organized musical activities. The music helps give the company a reputation of being a good place to work, which in itself is a good advertisement for the product."

All of the musical groups take part in the community life as the plant is located in a community of its own.

The welfare work is handled through the employment office of the Parchment Community House.

Report submitted by: Don E. McDowell,
*Assistant Employment Manager.*

* * *

*Name of Company*—The Upjohn Co.
*Nature of Business*—Pharmaceutical Activities

A report from F. G. Varney, the Employment Manager, states that at various times there have been such activities as a male glee club, women's glee club and band, but that these have been terminated through a lack of interest on the part of the employees. The expenses were met by the company and the activities were carried on in the time of both.

Miss Gertrude Bowens, the company's nurse, is indirectly connected with such employee activities.

A player-piano and talking machine are enjoyed by the employees.

### PONTIAC

*Name of Company*—* Oakland Motor Car Company
*Nature of Business*—Automobiles
*Activities:*
Band
* Data supplied by Board of Commerce.

### SOUTH HAVEN

*Name of Company*—Cable-Nelson Piano Company
*Nature of Business*—Piano Manufacturers
*Activities:*
Band: *Director*—Mr. Boisman

Expenses met partly by company and partly by employees. Activities carried on in workers' time.

OPINION: "The company are satisfied that music is a morale builder among the men identified with the band."

The band is also the community band.

Report submitted by: J. L. Barron,
*Vice-President.*

### THREE RIVERS

*Name of Company*—Fairbanks-Morse & Co.
*Nature of Business*—Pumps, Windmills, Railroad Cars and Supplies
*Activities:*
Industrial Band of 32 players: *Director*— W. J. Predmore

The band is financed entirely by the company and its activities are carried on in the company time.

OPINION: "Management feels that the band is almost indispensable."

Noon hour concerts are given one day each week in some department of the shops and the average attendance is 25 per cent to 30 per cent of the total number of employees.

The band gives evening concerts all summer in Three Rivers and surrounding towns.

The welfare work is in charge of R. Rensenhouse.

Report submitted by: W. J. Predmore,
*Statistician.*

## MINNESOTA

### EVELETH

*Name of Company*—Oliver Iron Mining Co.
*Nature of Business*—Mining Iron Ore
*Activities:*
Sterling Male Quartet: *Director*—F. D. Bickel
Wilsonian Syncopators Orchestra: *Director*—Hildum Anderson

Expense met by employees, and activities carried on in workers' and in company time.

Both groups take part in the community life, appearing at Service Club meetings, Father and Son banquets, etc.

Report submitted by: W. F. Pellenz,
*Assistant General Superintendent.*

## MINNEAPOLIS

*Name of Company*—The Buzza Co.
*Nature of Business*—Publishers
*Activities:*

Ladies' Orchestra

The Buzza Artists' Orchestra members were employed by the company and not a development of the company's work. The orchestra had previously toured the Orpheum Circuit. Inasmuch as it is a high-class group of musicians, the company derived a great amount of advertising from the fact that the organization played under its name.

Report submitted by: J. W. Burke.

* * *

*Name of Company*—L. S. Donaldson & Co., Inc.

A letter from Joseph Chapman, President of the Company, and written in September, 1927, states: "Up to two years ago and for a number of years we have had a choral club in the store which sang at Christmas, Easter and on holiday occasions and they seemed to take great interest in it, but I think the leaders lost interest and the club was abandoned."

Mr. Chapman added that there was a piano in the rest room for women.

* * *

*Name of Company*—Pillsbury Flour Mills Co.
*Nature of Business*—Manufacturer of Flour
*Activities:*

Pillsbury Women's Glee Club of 20: *Director*—Harriet Clark
Pillsbury Band of 40: *Director*—George A. Collins
Operetta, presented by Women's Glee Club under Miss Clark's direction

Expenses met by company. Activities carried on mostly in workers' time.

OPINION: "Good. Has some value in a general way toward good-will advertising."

The band plays frequently in parks, etc.

A piano in the Girls' Rest Room; much enjoyed.

Report submitted by: C. H. Dennison,
*Office Manager.*

* * *

*Name of Company*—Twin City Rapid Transit Co.
*Nature of Business*—Street Railway
*Activities:*

Community singing at entertainments: *Director*—F. A. Anderson
Twin City Lions Band of 40 at the East Side Car Barns: *Director*—N. Arneson
Quartets, both in Minneapolis and in St. Paul.

The company pays for drums, traps and repairs of these; also for music, salary of director and time lost for rehearsal and playing. The men buy their own instruments except as noted. The activities are carried on in the company time.

OPINION: "Has produced interest and provided music for concerts, etc. It is a

"THERE'S MUSIC IN THE AIR" THROUGH THIS BAND

Musical appreciation throughout its section enhanced by broadcasting of above ensemble of Remington Typewriter employees at Ilion, N. Y.

wholesome activity and I believe tends to promote morale of group. The members of the band are most enthusiastic and have repeatedly expressed their appreciation of the instruction and of the fact that the company supports the band. I believe those who have enjoyed the music feel that the company is doing splendidly by its employees."

The band has played in strictly civic parades. It has also played at various times for tubercular patients confined in the sanitariums. All musical activities are a part of the social service program and under the supervision of Frederick A. Anderson, Social Service Director.

A piano in each of the seven car stations; much enjoyed.

Report submitted by: T. Julian McGill,
*Vice-President.*

## MOORHEAD

*Name of Company*—Fairmount Creamery Co.
*Nature of Business*—Butter, Milk and Ice Cream
*Activities:*

Community [illegible] all regular meetings of employees: *Director*—C. V. Peabody.
Orchestra: [illegible] Newby

Expense met [illegible]pany and in part by employees. Activities carried on mostly in evenings.

OPINION: "Valuable, at least from a social standpoint. Help toward good-will advertising in a general way—quite desirable."

Piano enjoyed by employees.

Report submitted by: J. H. Deems.

## PROCTOR

*Name of Company*—Duluth, Missabe & Northern Railway Co.
*Nature of Business*—Transportation
*Activities:*

Band of the Duluth, Missabe & Northern Railway Co.: *Director*—L. T. Schmidt

Time paid by company. Instruments paid for by employees. Activities carried on in time of both.

OPINION: "Helps materially to maintain high morale."

The band plays for safety meetings and banquets, broadcasts for safety programs, employee association parties and picnics.

Musical activities under direct supervision of A. V. Rohweder, Superintendent of Safety and Welfare.

Report submitted by B. McLaughlin,
*Assistant Superintendent.*

A report from Wells F. Morong, General Secretary of the Railroad Y.M.C.A., at Proctor, listed the following activities: community singing under C. A. Knutson; a male glee club directed by M. H. Tryder; and a band directed by Mr. Tryder. Mr. Morong gave this opinion: "Beneficial. Tends for better relations between employer and employee, social mingling 'off the jobs,' produces harmony among different crafts or departments."

## TWO HARBORS

*Name of Company*—Duluth and Iron Range Railroad Company
*Nature of Business*—Transportation

*Activities:*

Duluth and Iron Range Band of 35: *Director*—Carl O. Bredeson

Time paid by company. Instruments paid for by employees. Activities carried on in time of both.

OPINION: "Helps materially to maintain high morale."

The band plays for safety meetings and banquets, broadcasts for safety programs, employee association parties and picnics.

Musical activities under direct supervision of A. V. Rohweder, Superintendent of Safety and Welfare.

Report submitted by: B. McLaughlin,
*Assistant Superintendent.*

A report from R. Kidder Stetson, General Secretary of the Railroad Y.M.C.A. at Two Harbors, also mentioned a male chorus, directed by Roy Ballieu. He further stated that there was a boys' drum corps.

## ST. CLOUD

A report from the Chamber of Commerce mentioned the following activities: Northern States Power Co., quartet; Great Northern Railway Co., quartet; Fandel's Department Store, orchestra. However, a reply to the questionnaire from Mr. Syl Fandel made no mention of the orchestra. Mr. Fandel is the song leader for Rotary at St. Cloud.

## ST. PAUL

*Name of Company*—Brown & Bigelow, Inc.
*Nature of Business*—Manufacturers of remembrance advertising
*Activities:*

Quality Park Concert Band of 80, including 22 beginners: *Director*—John G. Gerken

Jazz Orchestra of 12 and Concert Orchestra of 18: *Director*—John G. Gerken

Expenses met by company. Each employee is entitled to a music lesson on company time for one-half hour each week and he is given a private lesson.

OPINION: "Helps to cut down turnover. Makes a better and more unified spirit and arouses the morale to a very high level. I believe that most employees appreciate all these activities. As we are a manufacturing concern, our advertising is more indirect, but the music makes it easier to hire workers and creates a more friendly feeling toward the concern."

The band gives concerts weekly at Quality Park with from 10,000 to 15,000 people in attendance.

John G. Gerken is not only Musical Director but Employment Manager and in charge of welfare work.

Piano and phonograph enjoyed by employees.

Report submitted by: John G. Gerken,
*Personnel Director.*

* * *

*Name of Company*—Emporium Mercantile Co., Inc.
*Nature of Business*—Department Store
*Activities:*

Men's Chorus: *Director*—Elton E. Brandes

Expenses met by the company. Activities carried on 90 per cent in workers' time.

OPINION: "The company is of the general opinion that the music helps. The workers derive much pleasure and benefit."

The Chorus fills many engagements, without charge, in St. Paul and in nearby towns.

The welfare worker, Mrs. M. Hidy, is not connected with the musical activities.

A piano is enjoyed by the employees.

Report submitted by: F. WIGGINTON,
*Superintendent.*

* * *

*Name of Company*—FINCH, VAN SLYCK & MCCONVILLE
*Nature of Business*—Department Store

A report from J. S. Nyman, the Assistant Sales Manager, stated that at several times during the year certain of the employees presented musical numbers during the luncheon hour in the cafeteria. A choral club has also been formed at Christmas time. It goes from floor to floor, singing the Christmas carols. There is a piano and radio in the lunch room and these are much enjoyed.

* * *

*Name of Company*—GORDON & FERGUSON, INC.
*Nature of Business*—Manufacturers of Men's and Women's Clothing

A report from J. M. Hannaford, Jr., Secretary, had listed a band and orchestra, both under the direction of A. W. Ewert. However, a later letter from Mr. Hannaford stated that this work had been discontinued temporarily.

Mr. Hannaford's report gave this opinion: "We believe that any organization of our employees which promotes the get-together spirit helps efficiency and morale. Our musical organizations are not used outside our own building and consequently do little toward advertising the company's products."

The report mentioned a player-piano in the employees' cafeteria.

* * *

*Name of Company*—GREAT NORTHERN RAILWAY CO.
*Nature of Business*—Transportation
*Activities:*

Community Singing at Men's Club meetings: *Director*—R. J. Maloney
Mixed Chorus: *Director*—G. A. Thornton
Male Glee Club: *Director*—G. A. Thornton
Women's Glee Club: *Director*—G. A. Thornton
Band: *Director*—A. C. Wittbecker
Concert Orchestra: *Director*—A. C. Wittbecker
Dance Orchestra: *Director*—Harold Lindgren
Male Quartet: *Director*—Myron R. Skiff
Songsters, Girls' Quartet: *Director*—Thea Gilbertson

A Ukulele Club directed by Catherine Rolfer was mentioned in the former report, but a statement of June 12, 1928, was to the effect that there was then no regular Ukulele Club, but that a few of the girls in one of the offices were still playing the instrument together at times.

Special expenses, such as those for band uniforms, special costumes for the two quartets, are borne by the company. Activities carried on both in company and in workers' time.

OPINION: "The activities are entirely voluntary, and the purpose of them is to create friendship and loyalty among the employees and also to promote better public relations. The band has become active but the most outstanding organizations have been the male quartet and the girl songsters."

The Male Quartet made a tour on a circuit of motion picture theaters. The Band has taken part in some public functions.

The Great Northern Cafeteria Association owns the piano, which is much used by the clubs.

Report submitted by: RALPH BUDD,
*President.*

* * *

*Name of Company*—NOYES BROS. AND CUTLER, INC.
*Nature of Business*—Wholesale Druggists
*Activities:*

Community Singing on some occasions.
Orchestra: *Director*—A. LeDuc

A mixed chorus of 50 was active at one time.

Expenses met by company. Activities carried on in both workers' and company time.

OPINION: "We believe that as the result of the music the workers have more personal interest and consideration for one another and better coöperation toward their work."

Welfare work is in charge of B. Gladys Fredrich.

A piano, phonograph and radio enjoyed by employees.

Report submitted by: B. GLADYS FREDRICH,
*Superintendent of Welfare.*

* * *

*Name of Company*—G. SOMMERS & CO.
*Nature of Business*—Wholesale General Merchandise
*Activities:*

Male Trio: *Director*—T. A. Pritchard
Orchestra: *Director*—William W. Kienholz

The company pays for the orchestra music. The members of the Trio meet their own expenses. The orchestra had been inactive for twelve months previous to the filing of the report—for the reason that the director was on the road. When rehearsing, the men were excused for a short period.

OPINION: "The music undoubtedly has a direct bearing on all interested and an indirect one on the entire personnel. The workers themselves are generally enthusiastic."

The services of the Trio are not used in the house but they broadcast and are in demand for social occasions.

Report submitted by: PHILIP G. ORR,
*General Superintendent.*

## SOUTH ST. PAUL

*Name of Company*—ARMOUR & CO.
*Nature of Business*—Meat Packers
*Activities:*

Orchestra of 8 players: *Director*—R. A. Brunelle

Expenses met by Employees Club. Activities carried on in company and workers' time.

OPINION: "The orchestra is used for employees' entertainments and banquets. It adds considerably to the spirit of those entertainments to have our own employees' orchestra. In playing around town, the orchestra advertises the name of Armour & Co., which indirectly advertises Armour products."

Orchestra broadcasts from local radio stations and plays at many local dances.

The welfare work is in charge of Fred Schroeder of the Employment Department. Miss Alice Virtue is President of the Armour Girls' Club.

Musical instruments enjoyed by employees.

Report submitted by: J. J. Luening,
*General Manager.*

### WINONA

*Name of Company*—J. R. Watkins Co.
*Nature of Business*—Manufacturer of Food Products and Medicines
*Activities:*

Male Glee Club of 5
Orchestra of 8 players

Expenses met by employees and activities carried on in employees' time.

OPINION: "Good."

A series of concerts by high-class artists given in winter of 1926-7 but not well attended. Expenses shared between employees and the president of the company. A musical revue was also presented.

Piano and phonograph in cafeteria, and enjoyed.

Report submitted by: A. M. Hazell,
*City Sales Manager.*

## MISSISSIPPI

### LAUREL

A report from H. M. Villaine, the Municipal Musical Director, stated that band concerts were arranged every year during Music Week for the employees of the following mills:

Eastman-Gardner Mill
Gilchrist-Fordney Mill
Laurel Cotton Mills
Wausau Southern Lbr. Mill
Marathon Mill

The five mills mentioned subscribe $100 annually for the fund which supports the municipal band. The latter furnishes concerts during the summer season at the various plants.

A further report from the Industrial Secretary of the local Y.M.C.A. stated that that Association utilized musical and dramatic talent for programs offered on the weekly industrial nights at the "Y."

### MERIDIAN

*Name of Company*—Marks-Rothenberg and Company
*Nature of Business*—Department Store

A report from Miss Helen Crooks on the 1928 Music Week in Meridian indicated that sings were held in this store during the celebration.

She stated that the store was always glad to coöperate with the Music Week program, but that it had sings only during the annual observance.

She added that the management of the store had asked that sings be held there on Monday and Tuesday of the 1929 Music Week.

* * *

*Name of Company*—Winner, Klein & Company
*Nature of Business*—Department Store
*Activities:*

Community singing by all the employees.

Activities carried on in company's time.

OPINION: "So far as we know nothing compares to music in developing greater general efficiency and harmony among employees. Expressions from majority of employees denote their hearty accord with musical activity in the store. The advertising value is inestimable. By popular request of general public our meetings will be open to all who wish to be with us.

A piano is available to the employees and is enjoyed.

Report submitted by: J. Ed. Snyder,
*General Manager.*

Supplementary information on the above activity was given in a Music Week report from Miss Helen Crooks, who stated that the sings were held in this store on Tuesday mornings. She added that during National Music Week the manager of the store had allowed the committee forty minutes for the singing instead of the fifteen asked for and that since that time he had prolonged the period to thirty minutes each Tuesday.

# MISSOURI

## FRANKLIN

*Name of Company*—* Missouri, Kansas & Texas R. R. Co.
*Nature of Business*—Transportation
*Activities:*

Band

* Data supplied by W. E. Thomasson, System Band Instructor

## HANNIBAL

*Name of Company*—International Shoe Co.
*Nature of Business*—Shoe Manufacturing
*Activities:*

Male Glee Club: *Director*—C. A. Petterson

Orchestra of 10: *Director*—Roy Painter

A male quartet was formerly active but it is no longer functioning.

The musical groups take part in the community life.

Musical instruments enjoyed by employees.

Report submitted by: C. F. Nerlich,
*Assistant Superintendent.*

## KANSAS CITY

*Name of Company*—Fidelity National Bank and Trust Co.
*Nature of Business*—Banking
*Activities*:

Community singing by 150 to 200 workers: *Director*—Clarence D. Sears
Double Quartet of mixed voices: *Director*—Clarence D. Sears
Augmented chorus built around the Double Quartet for the Annual Frolic.
These events have included musical comedies, minstrel shows, etc.

Expenses met by company. Activities carried on in both company and workers' time.

OPINION: "Very valuable. We feel that these musical activities do decrease labor turnover and add to the health, efficiency and morale of the workers. Numerous comments from the workers indicating unwillingness to leave organization. The musical activities create the impression, or rather carry forth the impression, that this is a high class bank with exceptional personnel (which it is)."

The double quartet accepts invitations to sing before clubs, etc.

The personnel work is directed and originated by W. R. Snodgrass, Manager of the Service Department.

Report submitted by: W. R. Snodgrass,
*Manager, Department of Service.*

* * *

*Name of Company*—Loose Wiles Biscuit Co.
*Nature of Business*—Manufacturers of Crackers and Candy
*Activities:*

Community singing occasionally: *Director*—Mrs. Ona Goodrich
Ukulele Club: *Director*—Mrs. Ona Goodrich

Activities carried on in workers' time.

OPINION: "Not enough activity on which to form any conclusion."

Report submitted by: James McQueeney,
*Manager.*

* * *

*Name of Company*—Montgomery Ward & Co.
*Nature of Business*—Mail Order Merchandising
*Activities:*

Community singing with about 200 participants.
Leadership provided by Recreational Director.
Orchestra of 8: *Director*—George Kruse
Ukulele Club of 12: *Director*—Goldie Priest
Operetta Group for Spring Performance: *Director*—Mrs. Helen Rybolt

The company furnishes music and pays the director's salary. The employees have their own instruments. Activities carried on in company and in workers' time.

OPINION: "These activities are of value as they tend to make the workers thus engaged more satisfied employees. These activities contribute to the company's reputation in regard to its attitude toward the employees."

Service work in charge of Mrs. Helen Rybolt, Recreation Director.

Piano, talking machine and radio provided by the company and found very beneficial.

Report submitted by: J. B. Reilly,
*Employment Manager.*

## NEVADA

*Name of Company*—Missouri Pacific Railway
*Nature of Business*—Transportation
*Activities:*
Missouri Pacific Railway Band.
* Data supplied by Chamber of Commerce.

## ST. JOSEPH

*Name of Company*—Union Pacific System
*Nature of Business*—Transportation
*Activities:*
Band.
*Director*—Carl Johnson

* Data supplied by: Carl R. Gray,
*President of Railroad.*

## ST. LOUIS

*Name of Company*—St. Louis-San Francisco Railway Co.
*Nature of Business*—Transportation
*Activities:*
Frisco Girls Choral Club: *Director*—L. M. Molino
Ukulele Club: *Director*—Miss M. Burns

Expenses met jointly. Practice carried on after working hours. Performances often given during company time.

OPINION: "Those participating are very much interested in and proud of their musical organizations. They help toward good will advertising by their name and by numerous appearances in community activities."

There is no welfare worker, most special features being handled by the publicity department.

Report submitted by: W. L. Huggins, Jr.,
*Director of Publicity.*

* * *

*Name of Company*—Scruggs, Vandervoort, Barney Dry Goods Co.
*Nature of Business*—Department Store
*Activities:*
Community singing occasionally: *Director*—William M. Jenkins
An occasional benefit entertainment by a chorus or other group of employees.
Christmas Caroling.
Organ Recitals in the Music Hall for employees' meetings.

Expenses met by company. Activities carried on in company time.

OPINION: "Beneficial to morale. No effect upon turnover. Workers always like relief from a job."

Pipe organ and pianos in the Music Hall, seating 400.

Report submitted by: Chester B. Curtis,
*Personnel Director.*

* * *

A reply from the St. Louis Chamber of Commerce gave no data as to musical activities among the workers but stated that the industries of the city were coöperating with the Municipal Theater Association, which puts on the municipal opera.

### SEDALIA

*Name of Company*—Missouri, Kansas and Texas Railway
*Nature of Business*—Transportation
*Activities:*

Band.

* Data supplied by Chamber of Commerce.

The above report from the Chamber of Commerce was confirmed in a general report on bands along the "Katy" road which was submitted by W. E. Thomasson, the musical director of the system. He mentioned this Sedalia band as one of those in charge of an assistant director working under Mr. Thomasson—in this case, Paul Gantert, a tinner apprentice. These "Katy" bands are located where the road has shops. A publicity folder of the railroad mentioned this Sedalia band as having 30 players. "Bands Are Helping to Advertise Katy Service" is the heading of that circular.

* * *

*Name of Company*—Missouri Pacific Railroad Co.
*Nature of Business*—Repair Shops
*Activities:*

Sedalia Booster Band: *Director*—R. R. Ranlow
Sedalia Booster Orchestra: *Director*—R. R. Ranlow

Expenses met 50/50 by company and employees and activities carried on in the time of both.

OPINION: "The company values the musical activities as an advertising medium. The concerts given by the band enjoyed very much by the workers. The musical activities help toward good will advertising by keeping the company's name before the public."

Report submitted by: Assistant Machine Foreman.

## MONTANA

### BILLINGS

*Name of Company*—Hart-Albin Co.
*Nature of Business*—Department Store
*Activities:*

Community singing, with Eugene Crossen as accompanist.

The store formerly had an orchestra.

The company meets the only expense, which is for music and for loose-leaf song books, new pages being added from time to time. The singing is held in the workers' time, from 8:47 to 8:55.

OPINION: "We believe that our morning singing raises the morale of our workers, creating a better spirit of coöperation between them, and between them and the firm. The day seems to begin with a better feeling on the part of all. The majority attend and like to participate in the singing. There are always a few who will not give the time, but the majority show by their interest that they feel it is worth while. The singing probably creates good will advertising only indirectly as it ends before the doors are open at 8:55."

Report submitted by: M. Van Nithoven.

### BUTTE

A unique development in industrial music is described in a report from Sam H. Treloar, Band Master of the Butte Mines Band, which has a history running back to 1887. It began as the Boston and Montana Band, named for the Boston and Montana Copper Mining Co. The band now numbers 36 members who are employed by the various mining companies of the district and also by the Montana Power Co. and the Mountaineer Welding and Supply Co. The mining corporations subscribe annually toward the support of the band by meeting the band master's salary and by finding positions for the band members.

### EAST HELENA

*Name of Company*—American Smelting and Refining Co.
*Nature of Business*—Lead Smelting
*Activities:*

Band of 25 players.
Position of Director unfilled at time of report.
Orchestra of 5 players: *Director*—Ted Miller

Leaders' salaries paid by company. Activities carried on in company and in workers' time.

OPINION: "Good thing in community. The activities do not help toward good will advertising as far as our products are concerned. The band gives community programs."

Welfare work in charge of D. S. Billett, who does not play in the musical organizations.

Report submitted by: D. S. Billett,
*Safety and Welfare Department.*

In a previous report, Mr. Billett added this comment: "Our boys feel that it is a good thing. We do not figure on receiving any advertising value from this work, but it helps build up the community spirit, aids in building up the morale of our force, and keeps down labor turnover." Mr. Billett said that while he was not connected with the musical organizations except in an advisory capacity, he had helped in every way possible to put over the activities.

## NEBRASKA

### GRAND ISLAND

*Name of Company*—Union Pacific Railroad Co.
*Nature of Business*—Transportation
*Activities:*

Band of 38 players: *Director*—P. D. Willis

The company contributes two hours' service each week per man. Activities carried on in company's time after working hours.

OPINION: "Very good. Has helped to create harmony and good will among all employees. The band has helped toward good will advertising by playing at various company and private entertainments and picnics."

Report submitted by: P. D. Willis,
*Bandmaster.*

A report from the City and Railroad Y.M.C.A. of Grand Island also indicates the existence of a male chorus, boys' band and orchestra as sponsored by that organization.

## LINCOLN

A report from S. A. Sanderson, Vice-President of the Rudge & Guenzel Co., indicates that the employees have a piano at their disposal but that it is used very little.

The Chamber of Commerce reported that they were unable to trace any regular musical activities among such groups in Lincoln but added that the Lincoln Telephone Co. had attempted these activities at various times but that they had not materialized.

The employees of the various department stores, however, have been active in Christmas caroling. This applies to Rudge & Guenzel Co., Miller & Paine, Gold & Company, Gillen & Boney. This caroling has been promoted by the Lincoln Recreation Board. Not only has there been caroling in the stores, but groups of the employees have sung carols in various parts of the city.

## NORTH PLATTE

*Name of Company*—Union Pacific Railroad
*Nature of Business*—Transportation
*Activities:*

Union Pacific Band of 35: *Director*—Robert Fried
Union Pacific Melody Boys, orchestra of 8: *Director*—Lee A. Soltow

The company allows each band member two hours a week for attending rehearsals and furnishes the band hall. Each band member is assessed $1.50 per month to pay the salary of the director. Music and incidentals are paid for from money derived from entertainments and dances sponsored by the band.

OPINION: "The musical activities bind a feeling of friendship between the different organizations. During summer months we have noon period rehearsals once a week, alternating between the different shops, which breaks the monotony of their work, and the renewed effort the workers put forth in their work is very noticeable."

The band performs at all public affairs such as parties, summer concerts, etc. The orchestra plays for dances, safety rallies and other entertainments.

Welfare work in charge of Harry B. Burton and Robert Fried.

Piano enjoyed by employees.

Report submitted by: Robert Fried,
*Carman Helper.*

## OMAHA

*Name of Company*—Nebraska Power Co.
*Nature of Business*—Public Utility
*Activities:*

Women's Glee Club of 8: *Director*—Mrs. Ames
Orchestra of 7: *Director*—Milo Smith

The company meets all the expenses except those of furnishing the instruments for the orchestra. The activities are carried on both in company and in the workers' time.

OPINION: "The music has no effect at the present time as to health, efficiency and morale. It does put the name of the company before the public."

The musical groups appear on programs at community clubs.

All financing of the musical activities is done through the welfare department under R. E. Walter.

Piano and phonograph enjoyed by employees.

Report submitted by: R. E. Walter,
*Claims and Welfare Department.*

A previous report from H. L. Douglas, statistician of the company, gave this opinion: "This interest in employees cuts down the labor turnover. The music builds up good will in the community."

* * *

A letter from the Chamber of Commerce also mentioned the following companies as having musical activities: Northwestern Bell Telephone Co., Cudahy Packing Co., Armour & Co., Swift & Co.

* * *

*Name of Company*—Union Pacific System
*Nature of Business*—Transportation
*Activities:*
Male Chorus of 40: *Director*—O. Arthur Melcher
Band of Employees in Omaha Shop: *Director*—Rudolph Barg
Report submitted by: Carl R. Gray,
*President of System.*

# NEVADA

## CALIENTE

*Name of Company*—Los Angeles and Salt Lake Railroad
*Nature of Business*—Transportation
*Activities:*
Band: *Director*—F. R. Wilcox
Report submitted by: Carl R. Gray,
*President of System.*

## LAS VEGAS

*Name of Company*—Los Angeles and Salt Lake Railroad
*Nature of Business*—Transportation
*Activities:*
Band: *Director*—F. M. Doolittle
Report submitted by: Carl R. Gray,
*President of System.*

# NEW HAMPSHIRE

## CONCORD

A report from Paul Clagett, Secretary, Boston and Maine Railroad Y.M.C.A., mentions two orchestras under the leadership of H. G. Fowler and Paul Heath, respectively. These are self-supporting through outside engagements.

OPINION: "The workers think it great."

The orchestras provide music for dances, dinners and other occasions.

# NEW JERSEY

## BAYONNE

*Name of Company*—Standard Oil Co. of N. J.
*Nature of Business*—Oil Refining
*Activities:*

Male Glee Club of 25: *Director*—George Mettam
Military Band of 65: *Director*—William M. Bartow
Orchestra of 15: *Director*—Joseph Ossinski

There is $2,500 appropriated for expenses by company. Activities carried on in time of company and of workers.

OPINION: "Good investment. Workers in our plant greatly appreciate the work of the band. It shows the public the sort of employer the company is through its interest in its employees."

The band plays summer concerts in the city parks, it participates in parades and broadcasts over the radio. It took part in the Lindbergh homecoming parade in New York City.

Welfare work in charge of Helen Wills.

Band a part of United Bands Association of the Standard Oil Co. of New Jersey, consisting of three refinery bands, 165 men.

Report submitted by: Omer A. Brown,
*Secretary, United Bands Association.*

* * *

*Name of Company*—Tide Water Oil Company
*Nature of Business*—Oil Refining
*Activities:*

Band of 25: *Director*—A. Christensen

The company assists the band financially with regard to uniforms, instruments and music, and it contributes about one-third of the practice time.

The band appears at concerts in the city parks and on various public occasions.

OPINION: "It is the belief of our management that the band is quite worthwhile."

Report submitted by: S. W. Candee,
*Director of Personnel and Industrial Relations.*

## BLOOMFIELD

*Name of Company*—General Electric Company
*Nature of Business*—Manufacturers of Electrical Products

A band among the employees at this plant had been mentioned in a report from P. M. Haight, Secretary-Treasurer of the International General Electric Company. However, he stated on January 19, 1929, that the band had been discontinued.

Report submitted by: P. M. Haight,
*Sec'y-Treas., Internat'l Gen. Elec. Co.*

## CAMDEN

*Name of Company*—Pennsylvania Railroad Co.
*Nature of Business*—Transportation
*Activity:*

Band.

Report submitted by: G. L. Peck,
*Vice-President.*

## ELIZABETH

*Name of Company*—Singer Manufacturing Co.
*Activities:*
Glee Club.
* Data supplied by Chamber of Commerce.

## HOBOKEN

A report from Howard E. Benz, General Secretary of the Lackawanna Railroad Y.M.C.A., mentions community singing in connection with religious services, motion pictures, etc.

## JERSEY CITY

*Name of Company*—Air Reduction Sales Co.
*Nature of Business*—Oxygen and Gases
*Activities:*
Orchestra of 8 players: *Manager*—Mike Lavender
Minstrel Show each fall.
Expenses met by employees. Activities carried on in the noon hour. Orchestra organized in connection with Y.M.C.A. noon meetings.
OPINION: "Cuts down labor turnover. Makes for a better and more friendly feeling among employees. Music relieves monotony of repetitive operations. Cheers workers up for afternoon's activities."
A report from R. W. Fistere, the Industrial Secretary of the Y.M.C.A., states that the "Y" promotes noon time musical activities among the industrial groups. It has placed three pianos in shops for group singing and volunteer orchestras. They are used at weekly noon meetings for the employees of the A. B. See Elevator Co., Air Reduction Sales Co., and W. Ames & Co.

* * *

*Name of Company*—Colgate & Co.
*Nature of Business*—Soaps and Perfumes
*Activities:*
Band of 40: *Manager*—Henry Wolf
The company buys uniforms and instruments. The employees are not paid while playing outside of plant.
OPINION: "Creates plant pride—a morale builder. Workers enthusiastic about band."
The band plays in parks in the summer and at the Y.M.C.A. in winter.
The welfare work is in charge of George F. Adamson.

* * *

*Name of Company*—Eagle Works (Standard Oil Co.)
*Nature of Business*—Oir Refiners
*Activities:*
Band of 40 players: *Director*—Salem Davis
Expenses met by company. Activities carried on in company and workers' time.
OPINION: "Helpful. Company proud of its band. Helps in good will."
The band plays at the Y.M.C.A., in parks, etc.
There is no welfare worker. The employment manager is George W. Bingham.

## KEARNY

*Name of Company*—Western Electric Co.
*Nature of Business*—Manufacture of Telephone Apparatus
*Activities:*

Community singing, participated in during the winter by all "Wekearnyans."
Orchestra of 9 pieces: *Director*—Ray Thomas

Expense met by company. Activities carried on both in company and in workers' time. Concerts are held in both offices and shops and audiences of both office and shop employees attend, but each group attends separately at different lunch periods. Some shop men who are members of the orchestra play during the office noon period.

OPINION: "Commendatory comments of the workers indicate the popularity of the noonday concerts. They tend to friendliness and good fellowship."

Pianos for use of orchestra and accompanists.

Report submitted by: J. W. Dietz,
*Superintendent of Industrial Relations.*

## LINDEN

*Name of Company*—Standard Oil Co. (Bayway Refinery)
*Nature of Business*—Oil Refining
*Activities:*

Community singing only at Christmas time.
Bayway Refinery Band of 50: *Director*—Charles Biederman
Harmonica Band of 8 men: *Director*—Julius Chifatelli
Annual Minstrel Show: *Director*—J. P. Fallon

Band expenses borne by company. Harmonica Band and Minstrel Show self-supporting. Activities carried on in workers' time.

OPINION: "Stimulates interest and is a factor in strengthening morale."

The band has performed in several civic parades and has given concerts in public parks, at penitentiaries, sanitariums and charitable institutions. The minstrel show is open to employees and public as well.

Caroline M. Bradner is the welfare worker, and is active in arranging community singing at Christmas time and a program during holiday week for children of plant employees.

Musical instruments enjoyed by employees.

Report submitted by: J. R. Corringer,
*Manager.*

## NEWARK

*Name of Company*—L. Bamberger & Co.
*Nature of Business*—Department Store
*Activities:*

Music Club of 50 which attends Philharmonic Society concerts in New York City.
Distribution of four musical scholarships in piano and violin for residents of North Jersey.

Report submitted by: I. A. Hirschmann,
*Secretary, Music Scholarship Committee.*

* * *

*Name of Company*—Clark Thread Co.
*Nature of Business*—Sewing and Embroidery Threads
*Activities:*

Band of 25: *Director*—Mr. Keene
Orchestra of 10: *Director*—Arthur Dent

Expense met by company and activities carried on in company time.
Musical instruments for employees.

Report submitted by: John B. Clark.

* * *

*Name of Company*—Mutual Benefit Life Insurance Company
*Nature of Business*—Life Insurance
*Activities:*

Mutual Benefit Life Glee Club of 150 mixed voices: *Director*—James Phillipson.
Christmas carol singing with 600 participants.
Orchestra, which plays for occasional minstrel shows and vaudeville.
Opera company, in process of formation at time of report.
Weekly recitals on pipe organ: *Organist*—James Phillipson.

Activities carried on in workers' time except in the case of an emergency, when company time is allowed.

OPINION: "The company considers the musical activities very valuable."

The mixed chorus gives various public concerts.

Both a three-manual organ and two pianos are provided.

Report submitted by: James Phillipson,
*Renewal Department.*

* * *

*Name of Company*—Prudential Insurance Co.
*Nature of Business*—Underwriting Life Insurance
*Activities:*

Community Singing: *Director*—F. H. Yeomans
Mixed Chorus: *Director*—F. H. Yeomans
Orchestra: *Directors*—F. H. Yeomans and Henry Jedel
Band, contemplated at the time of report.

Expenses met by company. Activities carried on part in company and part in workers' time. Entertainments and motion pictures in the Assembly Hall are frequently provided during the noon intermission and occasionally after office hours or in the evening.

OPINION: "During our entertainment season of 1926-1927, when various forms of musical talent and moving pictures were shown at our noonday entertainments, a total of 43,727 employees or an average of 954 per performance attended, indicating a popular form of relaxation, a relief from monotony and a pleasant form of recreation, in many instances proving quite educational. We have never used any musical activities toward advertising, our entertainments being entirely for the benefit of our employees."

The orchestra has on several occasions broadcast from WOR and other stations. Various groups of singers have visited city institutions.

Welfare work in charge of Mrs. A. M. Vezin. Her only connection with music is with the player-piano in the women's recreation room.

Report submitted by: William W. Van Nalts,
*Assistant Secretary.*

HATTERS STAGE REVUE OF WORLD'S HEADPIECES

"Where Did You Get That Hat?" answered vocally by presentation of Stetson Chorus at Philadelphia.

## ORANGE

*Name of Company*—Thomas A. Edison, Inc.
*Nature of Business*—Electric Products

A report from S. F. Larchar, Personnel Manager, states that the company's Athletic Association stages an annual review which includes various musical numbers. This organization is virtually self-supporting. Rehearsals are held on the workers' time. The company uses the phonograph in various departments where girls congregate at noontime and it finds that it provides the necessary relaxation and recreation.

## PASSAIC

*Name of Company*—Falstrom Co.
*Nature of Business*—Sheet Metal
*Activities:*

Community singing with 30 participating: *Director*—J. A. Barnes
The company furnishes music. The activities are carried on in the workers' time.
OPINION: "Extremely beneficial and enjoyable."

Report submitted by: J. A. Barnes,
*Sales Manager.*

* * *

A report from Stephen F. Pullis, Industrial Secretary of the Passaic Y.M.C.A., mentions a musical program conducted by the Association weekly at religious shop meetings in the plant of T. R. Goodlatt, manufacturers of oilcloth at Delawanna, N. J.

In addition, the Association has a number of Plant Night Frolics for the people of the industries, and community songs and other musical numbers are always on the program.

## PERTH AMBOY

A report from the Chamber of Commerce stated that there were no regular musical activities among the industries but that some allowed community sings during Music Week only, under the direction of the Industrial Committee of the Y.M.C.A.

## SOUTH PLAINFIELD

*Name of Company*—Spicer Manufacturing Corporation
*Nature of Business*—Universal Joints and Drive Shafts
*Activities:*

Spicer Manufacturing Corporation Band: *Director*—David Thomson
Orchestra, selected from employees as occasion demands.

The company meets one hundred per cent of the expenses. The employees supply a majority of the instruments. The activities are carried on in the workers' time.

OPINION: "We feel that the greatest benefit is in raising the morale of our workers, not only in the musical group itself, but the effect it has upon our employees in general. Our management at the present time does not consider the Band in any way as an advertising medium, it being in existence solely for the entertainment and diversion of our employees."

The band participates in community parades under the Recreation Commission of Plainfield, in band concert work in connection with the Chamber of Commerce and in free concerts at charitable institutions.

The Supervisor of Personnel has full charge of all employee activities and is a member of each organized group.

Talking machine in girls' rest room.

Report submitted by: F. R. Van Orden,
*Supervisor of Personnel.*

# NEW YORK

## ALBANY

*Name of Company*—Delaware and Hudson Co.
*Nature of Business*—Transportation
*Activities:*

Male Glee Club of 30: *Pianist*—E. A. Laperch

The company meets all the expenses. The employees are paid a salary while away singing.

OPINION: "I believe the company gets a good deal of advertising out of it. The members of the Glee Club look forward to the next trip."

In the season previous to the filing of the report, the Glee Club sang at Buffalo, Syracuse, Rochester, Philadelphia, New York City, Quebec, Montreal and all points on the D. & H. route.

Report submitted by: John Keefe.

A report from J. L. B. Sunderlin, Executive Secretary of the Railroad Y.M.C.A. at Albany, mentions community singing and a male glee club, both led by Richard J. Shannon, and a band directed by W. Elmore Slack. Expenses are met by the company and the activities are carried on in the workers' time. The opinion is given as "invaluable."

Separate from the Albany Y.M.C.A. is the railroad "Y" at West Albany, for which E. M. Webster reports as secretary. He mentions community singing as conducted by Mr. Shannon and, in the New York Central yards, a male glee club of the N. Y. Central Veterans Association, conducted by L. Ruhlof, and a band and orchestra of the Capital Chapter Veterans Association, both directed by J. Donlin. The expenses are met by the employees and the activities are carried on in the time of the workers and the company. The opinion is: "Highly effective." The railroad groups furnish concerts in the shops at various meetings and over the radio. Community singing at the "Y" furnishes an outlet for the youth of the community.

## AMSTERDAM

*Name of Company*—Mohawk Carpet Mills
*Nature of Business*—Manufacturers of Carpets and Rugs
*Activities:*

Male Glee Club of 30: *Leader*—Mrs. Catherine Michaelson
Band of 40: *Leader*—Edward P. Musolff
Boys' Band of 16: *Leader*—James B. McNeil
Operetta Group of 20: *Director*—William J. Campbell

OPINION: "It is the opinion of this company that all forms of musical activities conducted in a proper manner are very beneficial to the workers as well as educational. The very enthusiastic support given by the workers to these activities would indicate that they appreciate their recreational features as well as relieving monotony on the job. The above activities sponsored by the company, with the employees so enthusiastic in

their success, would naturally have a tendency to indicate that it is a very reputable concern. As regards advertising, it has perhaps been effective locally."

The band has participated in several parades. The Glee Club has taken part in Christmas carol singing and shows.

Two pianos and one phonograph are provided for the employees and are enjoyed. Welfare work in charge of William J. Campbell.

Report submitted by: WILLIAM J. CAMPBELL,
*Personnel Department.*

## AUBURN

*Name of Company*—McINTOSH & SEYMOUR CORP.
*Activities:*
Band
* Data supplied by Chamber of Commerce.

## BINGHAMTON

A report from H. M. Space of the railroad Y.M.C.A. mentions the male quartet of that organization which fills many engagements throughout the city under the leadership of B. R. Brigham. There is also an orchestra of 9 under Ray Hartley, besides the singing at the weekly Bible class.

## BROOKLYN

*Name of Company*—ABRAHAM & STRAUS, INC.
*Nature of Business*—Department Store
*Activities:*
A. & S. Choral Society of 60: *Director*—Kenneth S. Clark

Ukulele Class, in charge of chorus's director.

Plans are also being made to organize a store band and Male Glee Club. Activities supported by company and carried on in workers' time.

OPINION: "We feel that the Choral Society has been and is very successful. It helps create a friendly feeling among the employees and on their part toward the firm."

Once a month a program is given by the chorus at some outside institution such as a home for the aged or hospital, or at a theatrical benefit.

Welfare work under supervision of director of Personnel Activities, who is responsible for the supervision of the Choral Society.

Two pianos and phonograph at disposal of employees.

Report submitted by: ANITA FURNESS,
*Director of Personnel Activities.*

* * *

*Name of Company*—BROOKLYN DAILY EAGLE
*Nature of Business*—Newspaper
*Activities:*
Orchestra: *Director*—Hans Popper
Expense met by employees and activities carried on in workers' time.
Piano and talking machine for use of workers.

Report submitted by: W. V. HESTER,
*Secretary.*

* * *

*Name of Company*—Brooklyn Edison Company, Inc.
*Nature of Business*—Public Utilities.
*Activities:*

Annual Christmas Carol Service: *Director*—Ella Good
Mixed Chorus of 65: *Director*—Ella Good
Male Chorus of 40, in connection with glee club.
Boy Scout Fife and Drum Corps of 60: *Director*—Charles Gallagher
Orchestra: *Director*—Charles W. Brenner
Annual Musical Comedy with 100 participants. *Director*—William Halloran.

Glee club under supervision of Edison Club, and financed 50—50 by club and company. Orchestra financed by company, and its activities carried on in workers' time. Glee club activities in time of both.

OPINION: "The Glee Club members are very enthusiastic and derive a great deal of benefit from this organization."

Piano and radio provided for employees and found beneficial.

Report submitted by: Fred B. Pitney,
*Advertising Manager.*

* * *

*Name of Company*—Brooklyn Union Gas Company
*Nature of Business*—Public Utility
*Activities:*

Mixed chorus of 90 voices: *Director*—John Waldron
Band of 24: *Director*—Adolph Schöneberger
Orchestra of 12: *Director*—Adolph Schöneberger

Uniforms, music and equipment of band furnished by Brooklyn Union Gas Club, and also the large instruments such as drums and tubas.

The chorus functions solely in connection with the presentation of Christmas carol singing. The band plays at company functions, over the radio and in public concerts. The orchestra performs for the company dances.

Report submitted by: Adolph Schoneberger and John Waldron.

* * *

*Name of Company*—Knox Hat Co., Inc.
*Nature of Business*—Hat Manufacturing

A report from A. E. Shipley, Personnel Director, states that a piano is enjoyed by the employees.

## BUFFALO

*Name of Company*—Larkin Co., Inc.
*Nature of Business*—Soaps, Toilet Articles and Food Products
*Activities:*

Community singing on Mondays with 300 to 1000 participants: *Director*—Harry W. Whitney
Girls' Drum Corps of 40: *Directors*—Arthur Hannel and Carl Ruth
Orchestra of 16: *Director*—George Kogler
Ukulele Club of 30: Mrs. Florence Baier
Recitals daily on 4-manual pipe organ presented to employees by Mr. Larkin on 50th anniversary of company.

The company pays all expenses of the community singing. It furnishes uniforms and instruments for the drum corps. The corps is self-supporting, charging $150 plus expenses for each engagement. The company also furnishes the instruments for the

orchestra and it pays two-thirds of the expenses of the Ukulele Club. The rehearsals are held in the workers' time. The engagements are taken at any time. The Girls' Drum Corps in 1926 spent two weeks on a trip to Denver to attend the Rotary Convention and three days in Philadelphia as guests of the Pennsylvania Railroad. The members are given full pay during these trips.

OPINION: "The company is very enthusiastic about the development of musical activities. There is no doubt that the organ recitals of approximately two hours daily assist in creating a refreshing, soothing, constructive environment in which to work. Requests are numerous for particular selections on the organ. There is a waiting list for admission into the Girls' Drum Corps. The Drum Corps carries the Larkin name wherever it goes."

There is a Larkin Women's Council and a Larkin Men's Club. The Women's Council chief, Miss Louise C. Gerry, sponsors and chaperones the Drum Corps.

Report submitted by: HARRY W. WHITNEY,
*Assistant Comptroller.*

* * *

*Name of Company*—PENNSYLVANIA RAILROAD CO.
*Nature of Business*—Transportation
*Activity:*
Band.

Report submitted by: G. L. PECK,
*Vice-President.*

## CADOSIA

A report from T. R. Hetrick, General Secretary of the N. Y., O. & W. Railroad Y.M.C.A., mentions a band of 25 players led by George Mulhig. The expenses are met by the employees and the activities carried on in the workers' time.

OPINION: "The band members are too scattered in employment and activities to allow for a definite opinion on the part of the company, but the community values the band very highly in the qualities mentioned. It produces sympathy mutually."

## COHOES

A report from the Chamber of Commerce states that the Harmony Mills formerly had a band.

## DALTON

*Name of Company*—DALTON BANKING HOUSE
*Nature of Business*—Bankers

Information from "The Metranome" had indicated a band at this bank but a report stated: "No musical activities."

## ENDICOTT

*Name of Company*—INTERNATIONAL TIME RECORDING CO.
*Activities:*
Band

* Data supplied by "The Metronome."

## FRANKLINVILLE

*Name of Company*—Ontario Knife Company
*Activities:*
Band

## GARNERVILLE

*Name of Company*—Rockland Finishing Co., Inc.
*Nature of Business*—Textile Goods
*Activities:*
Mixed Chorus of 40: *Director*—C. B. Williams

Expenses met by employees aided by profits from concerts. Activities carried on in workers' time.

OPINION: "Increased morale. Doubt if it affects health or turnover of labor. The employees believe very much in it and it no doubt breaks the monotony of every day life for them. The musical activity has nothing to do with our product but it undoubtedly increases good will."

The Choral Society takes part in the general community life. The company has a personnel director.

Report submitted by: R. C. McCarthy,
*Executive Secretary.*

## GROVELAND

A report from E. A. Steele, Secretary of the Railroad Y.M.C.A. mentions community singing on Sunday afternoon and a community chorus of twenty, both led by Mrs. J. C. Collier.

## ILION

*Name of Company*—Remington Typewriter Co.
*Nature of Business*—Manufacturer of Typewriters
*Activities:*
Male Glee Club under supervision of band leader.
Remington Rand Band (formerly Remington Typewriter Band): *Director*—Edwin L. Daniels
Two Organized Orchestras: *Directors*—A. E. English and Paul Meurant
Expense entirely met by company.

OPINION: "Excellent. The workers are proud of 'their band.' They attend its rehearsals as well as its concerts."

The band has been giving weekly evening broadcasts and weekly noon concerts on Wednesday in the company cafeteria. The employees are welcome to each, free of charge. The events are very popular and are widely attended. The band is engaged by the Village of Ilion as its municipal band for the summer concerts.

The welfare supervisor, Frederick O. Koetteritz, has no active connection with the musical activities.

A piano and talking machine are enjoyed by the employees.

Report submitted by: Edwin L. Daniels,
*Safety Engineer.*

## ITHACA

A report from C. J. Kenerson, Assistant Treasurer of the Morse Chain Co., states that bands have been organized among the employees at various times but have proved

unsuccessful. The same applies to the orchestras. The activities were carried on in the company time.

OPINION: "Have been of very little aid to management. Should be the last branch of welfare work to be developed. Of no help toward good-will advertising."

## LONG ISLAND CITY

*Name of Company*—Richard Hellmann, Inc.
*Nature of Business*—Makers of Mayonnaise

A report from Charles D. Meschter, mentions community singing and the Blue Ribbon Orchestra of five players under John Schiller. He gave this opinion: "We desire at this time to go on record as saying that we believe it of great benefit to have musical organizations of various kinds in an industrial plant such as ours. However, we feel that interest could not be maintained should the music be carried on through the summer." Mr. Meschter stated that musical instruments were available to the employees and were enjoyed by them.

A further report from M. J. Stickel, Executive Secretary, Y.M.C.A., indicated singing once a week under the auspices of the Y.M.C.A. Mr. Stickel reported a piano in this plant but one not open for general use on the part of the employees Opinion from Mr. Stickel: "It is only fair to say that we are finding that music in the industries has lost its vogue to some extent and we are replacing music with other recreative activities in all but occasional features, but athletic games, social games, and illustrated talks are taking the place of music as the major feature on the program. I am not sure this is a permanent trend but think it is the result of rather overdoing music for the past several years and offering practically nothing else. Personally I am strongly convinced that music is one of the strongest recreative features that we can take into the industries and we are not going to give it up but we are going to find some way to make it more popular than it is at present."

* * *

*Name of Company*—Loose Wiles Biscuit Co.
*Nature of Business*—Sunshine Biscuits

A report from N. A. Clemmer, office manager, mentions community singing for women one day each week at the noon hour. He adds that a piano and talking machine are enjoyed by the employees.

The writer of this book attended one of the sings at this plant under the auspices of the local Y.M.C.A. and with A. C. Knehr of its staff as the leader and stereopticon operator and with Mrs. Knehr as accompanist. Three shifts of girls filed in during the noon hour for the singing of popular songs. A sweet-voiced soloist was discovered in the group.

* * *

*Name of Company*—Steinway & Sons
*Nature of Business*—Piano Manufacturers
*Activities:*

Band of 26 players: *Director*—Richard Eckner.
Orchestra of 47 players: *Director*—Richard Eckner.
Choral group, for Christmas programs.

Activities carried on in time of both workers and company.

OPINION: "We feel that it creates good fellowship among the men and also a better interest in the work. The average employee looks forward to the regular monthly

concerts. It does bring local 'verbal' advertising and the expression, 'It must be a good place to work' from non-employees."

No organized welfare department. Local employees' charity taken care of by management, as centered in New York City headquarters of company. Musical instruments provided for employees.

Report submitted by: Hermann Irion,
*Manager, Steinway & Sons.*

## NEW YORK CITY

*Name of Company*—De La Vergne Machine Co.

A report from Robert G. Woelfel, Chief Accountant, states: "In the course of the last few years we have had a male glee club and also for several short periods a male orchestra. However, at the present time there is no musical activity of any kind among the employees of this company."

* * *

*Name of Company*—General Electric Company
*Nature of Business*—Manufacturers of Electrical Products
*Activities:*

General Electric Choral Club of Sixty: *Director*—Mrs. Fay Simmons Davis.

Activities carried on in both company and employees' time.

Expenses of Choral Club met by singers and their associates.

OPINION: "These activities are certainly beneficial. As to good will advertising, we believe the influence of the musical organization to be purely local with a concern of the size and activity of the General Electric Company. The groups take part in the community life, but this feature has to be handled cautiously and carefully. There is a welfare worker at the various factories. Musical instruments enjoyed by the employees."

Report submitted by: P. M. Haight,
*Sec'y-Treas., Internat'l Gen. Elec. Co.*

* * *

*Name of Company*—Guaranty Trust Company of New York
*Nature of Business*—Banking
*Activities:*

Guaranty Choral Society of 100
*Director:* George H. Gartlan

Entire expense borne by company. Most of the activities are carried on during the employees' time with the exception of special rehearsals which are on company time.

The Choral Society annually gives concerts at about five charitable institutions.

OPINION: "It is difficult to gauge the value of these activities as an individual factor but as a part of the general plan of the management, the musical organization is considered to be an important link in promoting the morale of the staff. The society is a means of much enjoyment to the members and in addition is a valuable training along musical lines."

Two pianos and a victrola much enjoyed by the workers.

Report submitted by: James L. O'Neill,
*Vice-President.*

* * *

*Name of Company*—R. H. Macy & Company, Inc.
*Nature of Business*—Department Store

*Activities:*

Community singing, several times yearly with about 2,500 participants.
Annual revue or musical comedy. *Director,* Steve Wilkinson.
Ukulele Club, discontinued in 1925, led by Emilie Van Auw.
Musical activities at Company's summer camp.

Expenses of song rallies met by Company. About $400 budgeted by Company for show deficit. Activities carried on in workers time.

OPINION: "Music is undertaken for recreational reasons only. Morning rallies seem very popular and stimulating. Activities help good will advertising only slightly. Newspapers carry pictures and stories."

Welfare work in charge of Phyllis H. Reid.

Three pianos and two phonographs available to employees.

Report submitted by: Phyllis H. Reid, *Ass't Supt. of Training, Division of Recreation and Social Service.*

* * *

*Name of Company*—Metropolitan Life Insurance Company
*Nature of Business*—Life Insurance
*Activities:*

Metropolitan Life Band of 50: *Director*—George Briegel
Metropolitan Life Glee Club of 50 men: *Director*—Julius C. Zingg
Metropolitan Life Choral Society of 50 women: *Director*—Julius C. Zingg

Uniforms of band and some instruments purchased by company and director's salary paid by latter. Rehearsals, half on company time, half on men's time. Salaries of director of the two choruses and of their accompanist, Harry Oliver Hirt, paid by the company.

All the organizations appear at the company's conventions and for outside institutions.

Welfare work in charge of Mrs. Marion T. Brockway.

Report submitted by: Mrs. Marion T. Brockway, *House Mother.*

* * *

*Name of Company*—National Biscuit Company
*Nature of Business*—Bakeries
*Activities:*

Band of 50: *Director*—Frank Blanceo
Orchestra of 40: *Director*—Frank Blanceo

Expenses met by company. Activities carried on in both company and workers' time.

There are several welfare workers, but they have no connection with the musical activities.

Report submitted by: Edmund W. Mackay, *General Manager.*

* * *

*Name of Company*—New York Edison Company
*Nature of Business*—Electric Light and Power.
*Activities:*

Community singing every Friday: *Director*—W. T. Wetmore
Gas and Electric Choral Society: *Director*—C. Delmont
Gas and Electric Choral Society Band: *Director*—C. Delmont
Orchestra Association of Employees: *Director*—E. V. Whegan

Expenses covered through fund provided annually by company and administered by Association of Employees, also through admissions to recitals, etc. Leader of community singing engaged by Gas Company Mutual Aid Society. Director of chorus for band engaged by Choral Society. The members of which are recruited from the Consolidated Gas Company and affiliated gas and electric companies. Activities carried on in employees' time.

OPINION: "These activities are in the right direction. The employees are generally in favor of our music. The activities help toward good will by adding to the interest of the employees."

The welfare activities are under the direction of the Association of Employees.

Musical instruments provided in the Employees' Club House and in Auditorium. They are enjoyed.

Report submitted by: J. P. Jackson,
*Manager, Personnel Bureau.*

* * *

*Name of Company*—John Wanamaker
*Nature of Business*—Department Store
*Activities:*

John Wanamaker Commercial Institute Cadet Choir of 150.
*Director:* J. Thurston Noe.

Expenses met by company, rehearsals held on employees' time.
Chorus sings in store on patriotic occasions.
OPINION: "The chorus is performing a splendid service."

Report submitted by: Alexander Russell,
*Concert Director of Auditorium.*

*Name of Company*—Western Union Telegraph Company
*Nature of Business*—Telegrams

A report from the New York headquarters on January 4, 1929, was to the effect that a band among the messenger boys which had been disbanded some time before was then in the process of reorganization.

## NIAGARA FALLS

*Name of Company*—Shredded Wheat Company
*Nature of Business*—Manufacturers of Cereals, Etc.
*Activities:*

Concert Band
* Data supplied by "The Metronome."

## NORTH TONAWANDA

*Name of Company*—The Rudolph Wurlitzer Manufacturing Company
*Nature of Business*—Manufacturers of Musical Instruments

There was formerly a band among the employees of this organization, according to a report from Farny R. Wurlitzer, but it was discontinued some years ago.

## OLEAN

*Name of Company*—Pennsylvania Railroad Co.
*Nature of Business*—Transportation
*Activity:*
Band.

Report submitted by: G. L. Peck,
*Vice-President.*

* * *

A report from the Secretary of the Y.M.C.A. states that it features community singing in its shop meetings.

## OSWEGO

*Name of Company*—New York Central Railroad
*Nature of Business*—Transportation
*Activities:*
Concert Band of 25: *Director*—John Philips
Orchestra: *Director*—F. Bush

The company pays one hour's wages weekly for rehearsals. It also pays wages of men when playing for functions authorized by the company. This also includes legitimate expenses. The band is supported largely through its own efforts in entertainments and concerts, all of which are well patronized by the shopmen and their families. The activities are carried on in both company and workers' time as the case requires. For instance, a regular concert is played in the shop once a week during the noon hour. For this no compensation is paid.

OPINION: "It is felt that music is an excellent diversion. The opinion among the workers is unanimously in favor of the band. These activities help toward good will advertising through the attention which they attract."

The groups appear in employees' activities, ball games, dances, church and civic affairs.

Report submitted by: H. S. Rauch,
*Division Superintendent of Motive Power.*

* * *

*Name of Company*—People's Gas and Electric Co.
*Nature of Business*—Public Utilities

A report from W. M. Borden, Assistant to the General Manager, states, "Several years ago we had a company orchestra which practiced on company time. Due to lack of interest it was finally given up." Mr. Borden adds that a piano and phonograph are useful in connection with employees' club activities.

## ROCHESTER

*Name of Company*—Eastman Kodak Co.
*Nature of Business*—Photographic Materials

A report from H. D. Haight, Manager of the Industrial Relations Department, states that there are no permanent musical organizations among the employees. He adds: "Our various plants do have recreational associations, however, which are managed by the employees themselves, the company assisting financially by contributing an amount each year equivalent to that paid in by the employee members up to a certain maximum.

In connection with the activities of these associations, entertainments are occasionally given such as musical comedies, minstrel shows, and the like, which involve vocal and instrumental music. As stated above, however, these are not permanent organizations and are incidental to the other activities."

* * *

*Name of Company*—Ritter Manufacturing Co., Inc.
*Nature of Business*—Dental Equipment
*Activities:*

Ritter Orchestra: *Director*—Armand Crocker

Expense met by company. Activities carried on in the time of employer and employee.

OPINION: "It has a great amount of good fellowship and creates harmony. The workers approve of it and some want it."

Welfare work in charge of J. A. McKee, Employment Manager.

Musical instruments enjoyed by employees.

Report submitted by: J. A. McKee,
*Employment Manager.*

* * *

*Name of Company*—Taylor Instrument Co.
*Nature of Business*—Scientific Instruments

A report from this organization states that there are no special musical activities. It adds, "We have a reproducing piano which is played for dancing and entertainment twice a week at noon. During the war we had a band but this was discontinued after our payroll was decreased—owing to the fact that many of our musicians were laid off. Since then we have not had enough musicians to make up an orchestra."

## SALAMANCA

*Name of Company*—Erie Shop
*Nature of Business*—Transportation
*Activities:*

Band

## SCHENECTADY

*Name of Company*—American Locomotive Co.
*Nature of Business*—Locomotive Engines

A report from L. L. Park, Superintendent of Welfare, states: "We have not at the present time any definite musical clubs or societies in operation in our plants. There are small groups which play at entertainments of our employee club organizations, but these do not come under the category intended by your questionnaire."

* * *

*Name of Company*—General Electric Co.
*Nature of Business*—Electrical Manufacturing
*Activities:*

General Electric Band: *Director*—Peter Schmidt

Laboratory Orchestra: *Director*—Leo Kluven
Other unorganized orchestras, quartets, etc., in various departments which prepare programs for special occasions.

Operating expenses met entirely by the company. Instruments supplied by employees. Activities carried on in company and employees' time.

OPINION: "The company approves such activities and has maintained a band and encouraged departmental activities for at least twenty years. Repeat requests for concerts are the only gauge we have of the opinion of the employees. The band is cordially received in all departments."

Welfare work has no connection with musical activities. Several pianos, talking machines and loud speakers on radio receiving sets. Much enjoyed.

Report submitted by: R. E. Rugen,
*Industrial Service Department.*

## SHERRILL

*Name of Company*—Oneida Community, Ltd.
*Nature of Business*—Manufacturer of Silverware
*Activities:*
Sherrill Choral Society: *Director*—Frank Parker
Oneida Community Band: *Director*—H. V. Noyes

The Choral Society is maintained by subscription of members to band by Oneida Community, Ltd. Activities carried on in the workers' time.

OPINION: "It undoubtedly helps the general esprit."

The band gives concerts every Monday night in the summer.

Report submitted by: H. V. Noyes,
*Band Director.*

## STATEN ISLAND

*Name of Company*—Baltimore and Ohio Railroad Co.
*Nature of Business*—Transportation
*Activities:*
Staten Island Lines Band of 30: *Director*—Prof. Costelluci

Report submitted by: R. M. Van Sant,
*Editor, Baltimore and Ohio Magazine.*

## SYRACUSE

*Name of Company*—H. H. Franklin Manufacturing Co.
*Nature of Business*—Motor Cars

A report from G. S. Dutcher, Employment Manager, states: "At one time the employees' organization maintained a band and orchestra which continued for about three years. No particular value as a publicity asset was placed upon the band by the company, and the employees seemingly tired of it, wherefore it was discontinued indefinitely. We do not now have any musical activities."

* * *

*Name of Company*—U. S. Hoffman Machinery Corporation
*Nature of Business*—Steam Pressing Machinery

According to a report from William H. Thomas, the Employment Manager, there was at one time a band among the workers. It was carried on mostly on the company's time. It was discontinued because of hampering musical conditions locally.

OPINION: "Some few workers prefer music. The greater number, however, are interested in athletics, such as indoor baseball, bowling, etc. The band was undoubtedly an advertisement but a fairly costly one in proportion to the good it did."

* * *

*Name of Company*—Solway Process Co.
*Nature of Business*—Chemical Manufacturers.
*Activities:*

Band of 35: *Director*—C. O. Portello
Orchestra of 5 to 14: *Director*—C. O. Portello

Expenses met by company. Activities carried on part in company and part in employees' time.

OPINION: "The band music is appreciated by nearly every one. The musical activities are of no special value to us as an advertising medium."

Band concerts given inside the plant during the noon hour and outside in the evening during the summer.

The welfare worker, Miss Mary Harrison, is not connected with the musical activities. Work usually classified as welfare is conducted under the auspices of the Solway Process Athletic Association.

Musical instruments available to employees and enjoyed.

Report submitted by: G. H. Curtis,
*Superintendent of Service Division.*

* * *

*Name of Company*—Syracuse Washing Machine Corporation
*Nature of Business*—Electric Washing Machines
*Activities:*

Band: *Director*—Arthur R. Daniels
Orchestra: *Director*—Michel Lobalb

Expense met by company. Activities carried on in time of both employer and employee.

OPINION: "The men are always ready to play. The music indirectly helps toward goodwill advertising."

Welfare work in charge of employment manager.

Report submitted by: James R. Ventura,
*Employment Manager.*

## TROY

*Name of Company*—Cluett Peabody & Co.
*Nature of Business*—Collars, Shirts, Handkerchiefs
*Activities:*

Arrow Club Orchestra of about 15: *Director*—A. Olin Niles

The orchestra is a part of the Arrow Club, an organization composed of executives, superintendents, assistants, etc. The expenses are charged against the company. The activities are carried on in the time of both.

OPINION: "The Arrow Orchestra, in the opinion of the company, tends to create better industrial relationship between the employees and the company."

Virtually all matters pertaining to the welfare of the employees are handled through the Service Department Superintendent. He is indirectly responsible for the orchestra. A piano and about twelve phonographs used with enjoyment by the employees.

Report submitted by: Blakeman Ford.

### YONKERS

*Name of Company*—National Sugar Refining Co.
*Nature of Business*—Sugar Refinery

A report from James MacDonald, formerly in charge of community singing and other musical activities at this plant, states: "There are no musical activities of any kind promoted at our refinery at the present time."

## NORTH CAROLINA

### ASHEVILLE

*Name of Company*—Bon Marche, Inc.
*Nature of Business*—Department Store
*Activities:*

Mixed Chorus: *Director*—Pat O'Crowley

There is group singing two mornings each week.

Activities carried on in company time.

OPINION: "It creates a happier condition among all employees. It helps toward good-will advertising because outside people are always interested in knowing what a company is doing for and with its employees."

The personnel director attends to welfare work and is connected with the musical activities of the store.

A piano is enjoyed by the employees.

Report submitted by: Flora M. Stern,
*Personnel Director.*

### DURHAM

*Name of Company*—Durham Hosiery Mills
*Nature of Business*—Makers of Hosiery
*Activities:*

Band

* Data supplied by City Director of Music.

### GREENSBORO

*Name of Company*—Meyers Department Store
*Nature of Business*—General Merchandise
*Activities:*

Singing

Presentation of musical plays

* Data supplied by Chamber of Commerce.

### HAMLET

A report from J. H. Bowen, General Secretary of the Seaboard Air Line Railway Y.M.C.A., states that the Association has used local talent in various socials and entertainments but has no provisions for promoting music along the lines indicated.

### MONROE

*Name of Company*—Icemorlee Cotton Mills, Inc.
*Nature of Business*—Manufacturers of Cotton
*Activities:*
Band
* Data supplied by "The Metronome."

## NORTH DAKOTA

### FARGO

*Name of Company*—Herbst Department Store
*Nature of Business*—General Merchandise
*Activities:*
Singing with 140 participants: *Director*—Mr. Browne
Orchestra of 12: *Director*—Edith Reddington
Expenses met by company. Activities carried on in the time of both.
OPINION: "Helps the morale and acquaints workers with one another."
The groups have on several occasions given entertainments to smaller towns and for country group meetings and farm clubs.

Report submitted by: J. Krohn Herbst,
*President.*

* * *

*Name of Company*—Northwestern Bell Telephone Co.
*Nature of Business*—Telephone
A report from F. W. Snyder, Manager, states that there is one of the newly improved phonographs in the rest room and that there is no doubt of its being enjoyed.

### GRAND FORKS

*Name of Company*—Northwestern Bell Telephone Co.
*Nature of Business*—Telephone
A report from Oscar A. Bondelid, Chief Tester, states that musical instruments are provided for the girl operators and that the traffic department states that the music is beneficial.

### JAMESTOWN

A report from J. P. Borman, proprietor of the music shop, mentions an orchestra called "The Ramblers" and under his leadership. The activities are carried on in the workers' time and the orchestra functions in the community life.

### MINOT

*Name of Company*—Great Northern Railway Co.
*Activities:*
Band.
* Data supplied by Association of Commerce.

* * *

TRAMWAY OPERATORS IN TWIN-CITY BAND

Street car employees from various stations unite in joint organization of Rapid Transit Company at Minneapolis.

MOVIE TEMPLES WELCOME RAILROAD QUARTET

Tour in picture theatres one achievement of Great Northern group from St. Paul.

An orchestra among the employees of the Standard Oil Co. at Minot was mentioned in a report from the Association of Commerce, but there is no mention of it in a reply from J. P. Beaton, the Manager. He states that the branch organization is not large enough to maintain such activities. However, there is a piano, which is enjoyed by the employees.

# OHIO

## AKRON

*Name of Company*—Goodyear Tire & Rubber Company
*Nature of Business*—Rubber products

A report from C. E. Miller, as secretary of the Employees Activities Committee, had mentioned a variety of musical activities. A later report from Fred W. Climer, manager of the Personnal Department, and dated November 24, 1928, ran as follows: "Mr. Miller's answer was along the line of organizations which we have had in existence at one time or another. There are one or two groups mentioned by him that are composed of Goodyear employees but which operate without any assistance or encouragement from the management. One of these is an orchestra which operates for a profit. Otherwise none of the groups is at the present time active. An exception is the fact that the Friars Club, which is an employees' organization supported and assisted by the management, does have each year a chorus in connection with a minstrel show."

## ASHTABULA

*Name of Company*—American Fork & Hoe Co.
*Activities:*
Band.
* Data supplied by Chamber of Commerce.

## CINCINNATI

*Name of Company*—Baltimore and Ohio Railroad
*Nature of Business*—Transportation
*Activities:*
Chorus: *Director*—Joseph Surdo
* Data supplied by Public Recreation Commission.

* * *

*Name of Company*—Mabley & Carew
*Activities:*
Chorus: *Director*—Richard Fluke
* Data supplied by Chamber of Commerce.

* * *

*Name of Company*—Union Central Life Insurance Co.
*Nature of Business*—Life Insurance

*Activities:*

The Union Central Life Insurance Co. choir of 65: *Director*—Prower Symons Minstrel Group.

Expenses met by company. The rehearsals occupy one hour per week, one-half on company's time and one-half on employees' time.

OPINION: "Impossible to determine accurately, but company is satisfied and intends to continue the choir as now organized. Most of the members are faithful in attendance and believe in the choir thoroughly."

In 1926 the choir joined with other bodies in singing Christmas carols in Fountain Square. In the following year it took part with other bodies in a Festival Concert organized by the Cincinnati Fine Arts Association.

Sub-committees of the Conference Committee look after such matters as welfare.

A piano is provided for the choir rehearsals and there is a phonograph in the recreation room. It seems to be popular.

Report submitted by: E. E. Hardcastle,
*Actuary.*

## CLEVELAND

*Name of Company*—The American Multigraph Co.
*Nature of Business*—Manufacturers of Office Devices
*Activities:*

Orchestra of Men: *Director*—Mark G. Clarke
Girls Ukulele Club: *Director*—Helen Coll

The company supports the orchestra 100 per cent. The Ukulele Club is self-supporting. The activities are carried on in the time of both.

OPINION: "The musical activities do help in the morale and contribute to cutting down the turnover. They benefit efficiency slightly but do not affect the health. Eighty per cent of the employees are for the music. We do these things because it is good business to do so."

The Manager of Industrial Relations maintains connections with all the musical activities.

A radio is enjoyed by the employees.

Report submitted by: T. H. White,
*Manager, Industrial Relations.*

* * *

*Name of Company*—Cleveland Railway Co.
*Nature of Business*—Street Railway and Motor Coaches
*Activities:*

Community Singing with 200 participants: *Director*—Charles G. Dawe Orchestra.
Oratorio Group: *Director*—Charles G. Dawe

The company pays all the expenses. Activities carried on in the time of both.

OPINION: "The music helps as to morale, health and education, but I do not believe it affects the turnover. The workers are enthusiastic for it and seem to appreciate the opportunity."

The chorus sings at conventions and large gatherings, broadcasts over the radio and appears in Christmas programs and at hospitals.

The Superintendent of Welfare is in direct control of all such activities as music.

A piano is enjoyed by the employees.

Report submitted by: John H. Cox,
*Superintendent of Welfare.*

* * *

*Name of Company*—The Cleveland Twist Drill Co.
*Nature of Business*—Manufacturers of Twist Drills and Reamers

A report from Paul J. Beal, Employment Manager, mentions a piano as being enjoyed by the employees.

* * *

*Name of Company*—Cleveland Window Glass & Door Co.
*Nature of Business*—Woodwork, Paint, Glass, etc.

A report from E. W. Palmer stated that the company had an orchestra of from six to eight players for five years, but that, a month before the report was filed, it was discontinued for lack of a convenient place for rehearsals. The buildings are widely separated and, because of the long strikes in the building trades, there was little time for some of the social activities. Mr. Palmer added this opinion: "I think the orchestra served a useful purpose at several of our dances and picnics and in keeping up acquaintance between different groups."

A piano is available to the employees and is useful when the orchestra is functioning.

* * *

*Name of Company*—Fisher Body Corporation
*Nature of Business*—Manufacturer of Automobile Bodies
*Activities.*

Bagpipe Band: *Director*—Dave Levitt

Expense met by employees. Activities carried on in the time of both.

OPINION: "We feel that this band has been a great credit to the Fisher Body Corporation and are, indeed, greatly indebted to Mr. Levitt for his enterprise in having organized same."

Band has played at social functions of plant employees and at civic entertainments, celebrations and parades.

Welfare work in charge of J. D. Lyle.

Two phonographs for the use of employees.

Report submitted by: J. D. Lyle,
*Welfare Manager.*

* * *

*Name of Company*—General Electric Co. (Incandescent Lamp Department)
*Nature of Business*—Lamp Research
*Activities:*

Orchestra of 12: *Director*—Roy Sample

Expenses met half and half by company and employees.

The orchestra plays once a week during the lunch hour. The company furnishes the music.

A service secretary looks after and sponsors the musical activities.

Piano, phonograph and radio very much enjoyed by all.

Report submitted by: Meta Ebeling,
*Employment and Service*

* * *

*Name of Company*—The Halle Bros. Co.
*Nature of Business*—Department Store

A report from G. D. Winans, Employment Manager, states that the store had an operetta organization for two years but not enough people were interested to justify its continuance. He added this opinion as to the musical activities: "Not particularly

effective in our group." The store does not have a welfare worker but it has a complete health service department.

* * *

*Name of Company*—Joseph & Feiss Co.
*Nature of Business*—Makers of Men's Clothing
*Activities:*

Orchestra.

The company defrays the expenses. The orchestra plays at the lunch hour only. The company purchases the music.

OPINION: "Provides good recreation. The workers appreciate this. The orchestra plays for dancing, which is very popular. The recreation hall is crowded on dancing days which is our best report from the workers as to the value of it."

The orchestra plays sometimes at outside functions and, at the time of the report, was planning to broadcast.

The department of service and employment has general supervision over the musical activities.

A piano enjoyed by employees.

Report submitted by: Mildred L. Justice,
*Service and Employment.*

* * *

*Name of Company*—The May Co.
*Nature of Business*—Department Store

A report from A. W. Sax, General Superintendent, states that there was a Girls' Bugle and Drum Corps during the war, but that at the present time there are no musical activities.

* * *

*Name of Company*—Ohio Bell Telephone Co.
*Nature of Business*—Telephony
*Activities:*

Chorus of from 30 to 40: *Director*—Charles D. Dawe

OPINION: "Our justification for the expense incurred is the fact that this chorus has frequently appeared at company's request at various public gatherings connected with our public relations work. The chorus does excellent work."

Report submitted by: D. H. Morris,
*Assistant to President.*

* * *

*Name of Company*—Pennsylvania Railroad
*Nature of Business*—Transportation
*Activities:*

Band: *Director*—C. F. Elliman

Expense met by company. The playing is usually done on company time and is paid for. Some rehearsing is done on the workers' time.

OPINION: "Of value to the morale and efficiency. Labor turnover not changed on account of it. The members look forward to these musical activities with a good deal of interest."

The band takes part in the community life.

The welfare staff includes a band leader and director of welfare and a director of athletics. The welfare director is Halen Davidson.

A piano enjoyed by employees.

Report submitted by: GEORGE E. MCDOUGALL,
*Director of Athletics.*

* * *

*Name of Company*—THE WILLIAM TAYLOR SON & CO.
*Nature of Business*—Department Store
*Activities:*

Taylor Chorus: *Director*—Arthur W. Quimby

Mrs. Taylor, owner of the store, defrays the expense of the chorus. This includes the salary of director, music, robes, etc. The chorus sings at least one morning a week at the opening of the store—company's time. The rehearsals are an hour long, starting at 6:15 P.M., employees' time.

OPINION: "We cannot speak for the company, but are sure that activities have no notable effect on these points. The store maintains a chorus because the employees want one, and the management, appreciating this, is willing to 'stand by.' The Wm. Taylor Son & Company always stand behind the promotion of educational, cultural or recreational activities of their staff. The store does not exploit its employees in any way, so they are not asked for statements such as are inferred. But in fact, the members of the chorus are very appreciative of the privilege and thoroughly enjoy their work. The store does not promote activities for advertising or publicity purposes. The morning sings are attractive and bring Taylor patrons early to hear them and to shop afterwards. It would scarcely be true that we consider this has any especial effect upon increased sales in the Taylor Store."

The chorus has sung in public at times.

The secretary of the welfare work is also the secretary of the Taylor Mutual Benefit Association. All activities of the store head up in this department. Therefore, the welfare secretary has a supervision over the musical activities.

Pianos and phonographs enjoyed by employees.

Report submitted by: MARY AGNES GRIFFIN,
*Secretary, Taylor Mutual Benefit Association.*

A previous report submitted by A. W. Nau, Research Director, included this opinion: "The company feels that the chorus, like other activities, develops 'esprit de corps' and has definite cultural advantages. It probably does not affect labor turnover, health or efficiency. Informally, we can say that the members of the chorus appreciate heartily the opportunity of study and ensemble work, and the employees as a whole thoroughly enjoy the concerts given by the chorus group."

* * *

*Name of Company*—THE WHITE MOTOR CO.
*Nature of Business*—Trucks and Buses
*Activities:*

Band of 40: *Director*—John Lowe

Expenses met by company and activities carried on in company time.

OPINION: "Very much in favor. Concerts very popular with employees. Believe music acts as a rest to employees and as an incentive to continue service. The employees would rather lose any other recreational activities than the band."

The welfare work is in charge of a department of industrial relations.

Report submitted by: G. L. APPEL,
*Personnel Service Manager.*

* * *

A report from the Cleveland Chamber of Commerce mentioned the following activities:

Orchestras—Cleveland Electric Illuminating Co., The Glidden Co. and the Union Trust Co.

Band—American Steel and Wire Co.

Glee Club—Cleveland Trust Co.

No reply was received from these organizations.

## COLLINWOOD

*Name of Company*—New York Central Lines West
*Nature of Business*—Transportation
*Activity:*

Band

Data supplied by Robert L. Shepherd, *Advertising Manager, Buescher Band Instrument Co.*

## COLUMBUS

*Name of Company*—Chesapeake & Ohio Railroad
*Nature of Business*—Transportation
*Activities:*

Male Glee Club: *Director*—Cyrus Falconer

Report submitted by: B. F. Bryant, *Director of Health and Recreation*

* * *

*Name of Company*—Jeffrey Manufacturing Co.
*Nature of Business*—Manufacturers of Elevator Conveying and Mining Machinery.

A report from E. A. Wanner, Employment Manager, states that a piano and electrola are found enjoyable by employees.

* * *

*Name of Company*—Pennsylvania Railroad
*Nature of Business*—Transportation
*Activities:*

Male Chorus of 16.

Report submitted by: K. S. Pulcipher, *Editor, The Pennsylvania News.*

## CONNEAUT

*Name of Company*—Pittsburgh and Conneaut Dock Company
*Nature of Business*—Docking
*Activities:*

Conneaut Harbor Band of 26 players: *Director*—Victor Perala

Membership of the band is made up largely of employees and their children.

OPINION: "It has had a splendid influence for good on the younger generation and a number of employees have gained a wide reputation for the excellence of their work on various instruments. Several occupy creditable positions in the professional world."

Report submitted by: H. A. Schultz, U. S. Steel Corporation.

## DAYTON

*Name of Company*—The Elder & Johnston Co.
*Nature of Business*—Department Store
*Activities:*

Christmas caroling at the holidays every year.

A 20-minute group sing, which had been initiated in 1918, was discontinued in 1926 because of an inability to coördinate the working hours of the sales people with the hours of employees engaged in other activities.

The attendance at the caroling on the Christmas previous to the report was estimated at 4,000 persons. These programs were also broadcast and aroused great interest.

Expense met by the company. Singing carried on in workers' time.

OPINION: "Firm executives—very favorable; department manager—unfavorable to some extent. Estimate those who are actively interested at about 25 per cent. The singing received much favorable comment from the genral public, which means good will."

The welfare worker, Miss Susan Mahon, has no connection with musical activities. Musical instruments enjoyed by the employees.

Report submitted by: Charles P. Holland,
*Supervisor of Maintenance.*

A printed program accompanying the report was in the form of an invitation to the public to be guests at the Christmas musical program of December 24. It indicated that the program was under the direction of Mr. Holland. Besides the singing by the choir and by the assembly, there was a talk on the spirit of Christmas.

* * *

*Name of Company*—Fyr-Fyter Co.
*Nature of Business*—Fire Extinguishers
*Activities:*

An orchestra called the Flotron-Walkup Fyr-Fyter Dance Orchestra broadcasts for this company under its name. There is only one employee of the company in the orchestra.

Report submitted by: John R. Flotron, Jr.

* * *

*Name of Company*—National Cash Register Co.
*Nature of Business*—Cash Registers
*Activities:*

Community singing at noon hour meetings: *Director*—G. B. McClelland
Six big concerts during winter season, mostly by outside talent but with some local talent.

The company has a large auditorium, seating 2,260, with a pipe organ. The organist is R. E. Kline.

Report submitted by: G. M. McClelland,
*Welfare Department.*

* * *

*Name of Company*—William H. Oelman Co.
*Nature of Business*—Department Store
*Activities:*

Community singing with 65 participants: *Director*—Leslie Lau Diehl

Expense met by employees. Singing carried on in workers' time.

OPINION: "The company finds it very valuable as to the morale. It sends the employees to their work in a happy frame of mind. It adds to the good-will advertising, as a great many outside people attend these affairs."

A piano is found enjoyable by the employees.

Report submitted by: Leslie Lau Diehl,
*Song Leader.*

## DENNISON

*Name of Company*—Pennsylvania Railroad Co.
*Nature of Business*—Transportation
*Activity:*
Band.

Report submitted by: G. L. Peck,
*Vice-President.*

## FINDLAY

*Name of Company*—Buckeye Tr. Ditcher Co.
*Activities:*
Band.
* Data supplied by Chamber of Commerce.

* * *

*Name of Company*—Giant Tire & Rubber Co.
*Nature of Business*—Rubber Products
*Activities:*
Band.
* Data supplied by Chamber of Commerce.

## HAMILTON

*Name of Company*—Hamilton Daily News
*Nature of Business*—Newspaper
*Activities:*
Newsboys' Band: *Director*—Curtis McClain

Expenses met from weekly dues. Activities carried on in the time of both the boys and the company.

The boys play without charge at all city affairs to which they are invited.

OPINION: "It has a very marked effect on the morale of the news carriers. Many of the boys testify to this by their interest and by better work. It has been a very big advertising feature for the Daily News."

Report submitted by: W. L. Tobey,
*General Manager.*

## IVORYDALE

*Name of Company*—Proctor & Gamble Co.
*Nature of Business*—Soap, Glycerine and Edible Oils
*Activities:*
Orchestra: *Director*—L. B. Dobie

Activities carried on in the time of workers and of the company.

OPINION: "Response adequate to convince us of value. Intangible in character."

Welfare work in charge of A. A. Sierveld.
Piano in restaurant, talking machines in girls' rest rooms. Both enjoyed.

Report submitted by: L. J. Zoeller,
*Personnel Director.*

## LORAIN

*Name of Company*—National Tube Company
*Nature of Business*—Steel Manufacture
*Activities:*

Mohawk Orchestra of 22 Y.M.C.A. boys.
St. Ladislaus Hungarian Church Boys' Band of 32 players.
Mexican Band of 20 players.
Lorain United Chorus of 30 mixed voices.

Report submitted by: U. S. Steel Corporation.

## MANSFIELD

*Name of Company*—Ohio Brass Co.
*Nature of Business*—Electric Railway and Mine Haulage Supplies and Brass Valves
*Activities:*

Band: *Director*—Carl Morken

The band practices on company time. It plays noon-hour concerts free, except for one-half hour paid by company. The men leave work early to be ready to play. Lunch furnished free to band at company cafeteria. Band is paid for playing at company picnics, dances, etc. Men in most cases own their own instruments. Company furnishes drums where employee does not play regularly in any other band. Company pays for repairs and upkeep of instruments and for all music.

OPINION: "We believe it is very good. We have no written reports as to the opinion of the workers, but we frequently hear such expressions from our people. The willing donation of service for community affairs is much appreciated by the community at large and the fact that our band responds willingly to all such requests means to us that our band organization is interested in our organization."

The band has for several years played without charge for the Community Chest, Child Health, Memorial Day and other community parades.

The Personnel Manager outlines the company policy for band activity. Two pianos in noon rest rooms for men and women, respectively. Much enjoyed.

Report submitted by: A. D. Lynch,
*Personnel Manager.*

* * *

*Name of Company*—Westinghouse Electric Products Co.
*Nature of Business*—Electric Ranges, Switches and Small Appliances

A report from H. W. Arlin, Personnel Director, mentions the disbanding of the Moonlight Serenaders' Orchestra. In a previous report he had given the following opinion: "Musical activities in our factory are regarded as one factor in bettering the morale of our employees. Our noon-day concerts are very popular with our workers, as evidenced by their attendance. Outside of one major radio engagement, the advertising has been local in character but this is assumed to be of some benefit."

There is no person engaged exclusively in welfare work, but the personnel department does considerable of such work.

Piano enjoyed by employees.

## MARTINS FERRY

*Name of Company*—American Sheet and Tin Plate Company
*Nature of Business*—Metal Products
*Activities:*
Employees' Male Glee Club of 18 singers.
Report submitted by: U. S. Steel Corporation.

## MASSILLON

*Name of Company*—Central Alloy Steel Corporation
*Activities:*
Band
* Data supplied by Chamber of Commerce.

## MIDDLETOWN

*Name of Company*—American Rolling Mill Co.
*Nature of Business*—Iron and Steel
*Activities:*
Armco Concert Band: *Director*—Frank Simon
Band under the management of the Armco Association, which comprised the entire working organization of the company, each person paying 50 cents per month to the Association. In addition to the salaries of the band's office force, the band is budgeted $6,000 for Thursday night concerts in the summer at the Armco Field. In addition, the band gives Sunday afternoon concerts, provided by the Civic Association, and eight winter concerts, for which season tickets are sold. The band also plays each year in nearby cities.
Report submitted by: Ernest N. Glover,
*Manager of Band.*

## NELSONVILLE

A report from the Chamber of Commerce states that there are no activities except the featuring of music at the shop meetings of the Y.M.C.A.

## NEWARK

*Name of Company*—Baltimore and Ohio Railroad Co.
*Nature of Business*—Transportation
*Activities:*
Baltimore and Ohio Railroad Glee Club of 30: *Director*—C. W. Klopp
Report submitted by: R. M. Van Sant,
*Editor, Baltimore and Ohio Magazine.*

## NORTH CANTON

*Name of Company*—The Hoover Co.
*Nature of Business*—Electric Cleaners
*Activities:*
Community Chorus, 95 per cent company employees: *Director*—H. E. Schiltz

Hoover Band of 35: *Director*—Stanley Spitler
Hoover Concert Orchestra of 17 players: *Director*—Irl F. Bratten

The company buys all music and each member must own his own instrument. The company furnishes the uniforms. All practice is on employees' time. The company pays 50 per cent.

OPINION: "The company believes that these organizations are a means of making better satisfied employees and a higher morale in the organization, thus cutting down turnover. I sincerely believe a band in an industry is an asset to that organization, as all workers are proud to be with an organization that has a band of its workers who are not employed and paid just for playing in the band. We are proud of the fact that every member is employed primarily for the work for which he is qualified, and the band is just a secondary part of his connection with our company."

All the musical organizations assist in community entertainments without charge. When the band played at Summit Beach Park in Akron, it drew the largest crowd of the summer.

The office organization has a Christmas party each year, at which time there are musical numbers by the employees, including solos, quartets and choruses. During the orchestral program each Wednesday in the cafeteria building there are vocal numbers. The office girls plan two noon-day programs each winter, and during Music Week they have a daily office program of music.

Piano and talking machine very much enjoyed by employees.

Report submitted by: Hifield Johnson,
*Employment Manager.*

## PORTSMOUTH

*Name of Company*—Norfolk and Western Railway
*Nature of Business*—Transportation
*Activities:*
Band.
* Data supplied by Chamber of Commerce.

## ST. MARYS

*Name of Company*—St. Marys Wheel and Spoke Co.
*Activities:*
Band
* Data supplied by Chamber of Commerce.

## SPRINGFIELD

*Name of Company*—Rat Bis Kit Co.

A report from F. N. Connable states that the employees have the use of a talking machine.

## TOLEDO

*Name of Company*—Toledo Scale Company
*Nature of Business*—Scale Manufacturers
*Activities:*
Male Glee Club of 16: *Director*—W. E. Phillips

Mandolin and Guitar Club of 40: *Director*—E. S. Smith

The expenses are met partly by the company and partly from receipts of concerts. The activities are carried on in the time of both the company and employees.

OPINION: "The music has a splendid influence. Both music groups take part in the community life. The welfare work is handled under the supervision of the Employment Manager. His only connection with the musical organizations has been in helping to organize these."

Report submitted by: R. G. Billet,
*Employment Manager.*

* * *

A report from the Chamber of Commerce mentioned a band among the workers of the National Supply Co. However, a statement from J. A. Glass, the Works Manager, was to the effect that it had been several years since any such activities had been carried on by the employees.

### WARREN

A report from Carl Sterk, Manager of the Chamber of Commerce, mentioned a quartet among the employees of the Trumbull Steel Co. He added that this quartet was entirely upon its own and that the company had no part in the activities.

### ZANESVILLE

*Name of Company*—Pittsburgh Plate Glass Co., Columbia Division
*Nature of Business*—Manufacturing of Cement
*Activities:*

Columbia Band of 30 players: *Director*—Charles Davies
Band maintained by the Athletic Association.

OPINION: "The company's opinion is that the band is very good. The workers are also very favorable. The band adds to good-will advertising by using the name of the product as the name of the band."

The band plays concerts for different organizations in the community.

The welfare worker, Mr. Moore, takes no part in the musical activities.

Report submitted by: Charles Davies,
*Pattern Maker.*

* * *

A report from Mrs. Ora Delpha Lane mentioned the following activities: A. E. Tiling Co., Band, Harry Leslie, Director; H. H. Sturtevant Co., Music Club, Katherine Houser, President. Started during one of the local Music Weeks.

## OKLAHOMA

### BARTLESVILLE

*Name of Company*—Empire Gas and Fuel Co.
*Nature of Business*—Gas and Fuel
*Activities:*

Male Glee Club: *Director*—J. M. Truby
Women's Glee Club: *Director*—J. M. Truby

Expenses met by company. Activities carried on in the time of both.

OPINION: "Beneficial. Many of the workers are greatly interested."

Up to the time of the report the groups had not taken part in the community life but they expected to be active thereafter.

Report submitted by: E. L. George,
*Secretary, Chamber of Commerce.*

## DURANT

A report from the Chamber of Commerce mentioned singing among the employees of the Oklahoma Gas and Electric Company. However, this does not appear in the reply of H. E. Bowen, Manager.

## MUSKOGEE

A report on the Muskogee Music Week from Mrs. De Thurston Mosier mentioned the fact that an orchestra had been organized in two business institutions. No further report was received.

## OKMULGEE

A report from R. S. McBeth, Director of Public Relations of the Oklahoma Natural Gas Corporation, and located at Tulsa, stated that its employees at Okmulgee had organized a string band on their own initiative.

## PONCA CITY

*Name of Company*—Marland Refining Co.
*Nature of Business*—Petroleum
*Activities:*

Male Quartet: *Director*—C. W. Anderson
Dance Orchestra: *Director*—Dave Duncan

The quartet is not primarily a company activity although it is always called on for sales meetings or other gatherings where a number of employees are assembled. The orchestra is a commercial organization of Marland employees for leisure time activity. In other words, the expenses are met by the employees and their own time is used for these activities.

The quartet is also the Lions Club quartet and has attended three state and two national conventions of that body besides being asked to sing for most community gatherings.

The welfare work is in charge of R. R. Zimmerman, who is connected with the musical activities.

Report submitted by: C. W. Anderson,
*Assistant Manager, Tank Car Sales.*

## TULSA

*Name of Company*—Oklahoma Natural Gas Corporation
*Nature of Business*—Natural Gas
*Activities:*

Band: *Director*—June Collier
Orchestra: *Director*—June Collier

Expenses met entirely by the company. Most of the instruments owned by the employees. Activities carried on in the time of both.

OPINION: "We believe the band has a very wholesome effect on our entire organiza-

tion. It helps build company pride. Although the band has not been entirely responsible, our labor turnover is gradually decreasing. The band, we feel, is an important factor in building good will and, along with other factors, has greatly improved the relationship between the public and the company."

The band takes an active part in community affairs, appearing in concerts, parades and virtually every civic occasion.

Player-piano enjoyed by employees.

Report submitted by: R. S. McBeth,
*Director of Public Relations.*

This report from Mr. McBeth did not mention a women's glee club which, in a previous report, he had listed as being in the process of organization.

A report from the Chamber of Commerce listed several activities as to which no data was received in reply to the questionnaire. These included a band of the Tulsa Tribune and quartets of the Philips Petroleum Co. and of the Hale Hardware Co. The Chamber of Commerce also mentioned a glee club and quartet among the employees of the Public Service Co. However, a reply from Joe Whitlow of that company stated that there were no organized musical activities among its employees.

## OREGON

### ALBINA

*Name of Company*—Oregon, Washington Railroad and Navigation Company
*Nature of Business*—Transportation
*Activities:*

Band: *Director*—Made S. Madison

Report submitted by: Carl R. Gray,
*President of Railroad.*

### BEND

*Name of Company*—Shevlin-Hixon Company
*Activities:*

Band: *Manager*—P. C. Krohn

* Data supplied by Chamber of Commerce.

### EUGENE

*Name of Company*—McMorran & Washburne
*Nature of Business*—Department Store
*Activities:*

Community singing for extended periods previous to Thanksgiving, Christmas and Easter. Singing carried on for 15 minutes during store hours while business is suspended.

OPINION: "It has been very successful with us."

Report submitted by: George H. McMorran.

## PORTLAND

*Name of Company*—Olds, Wortman & King
*Nature of Business*—Department Store
*Activities:*

Mixed Chorus: *Director*—Mrs. Fred L. Olson

Expenses met by the management. Practice usually takes place before store hours, although some of the activities are on company time.

OPINION: "Very splendid. Much interest shown, both by persons in chorus and others. Many persons who took part in the chorus work have become so interested in singing that they are now enrolled with vocal teachers. During Rose Festival week in Portland, the chorus sang every morning on the main floor. It was very good advertising with the out-of-town guests. The store was always packed to hear the singing."

The chorus gave an entertainment in 1925 at the municipal auditorium. It was very well received.

The Personnel Director helps to organize the group singing.

Report submitted by: Ruth Le Van,
*Personnel Director.*

* * *

*Name of Company*—Oregon Journal
*Nature of Business*—Newspaper

A report from J. L. Wallin, Music Editor of the Journal, indicates that the paper maintains the following:

Journal Junior Band: *Director*—Leon B. Hanelzlip
Journal Junior Orchestra: *Director*—Mrs. M. V. Dodge
Journal Junior Harmonica Band: *Director*—Albert Weisendanger

The expenses are met by the company. The Journal Juniors is an organization of children not connected with the paper in any capacity but organized for the good of the community. They give entertainments from time to time. A man and several assistants conduct the activities.

* * *

*Name of Company*—Oregon, Washington Railroad and Navigation Company
*Nature of Business*—Transportation
*Activities:*

Band: *Director*—Earl C. Caine

Report submitted by: Earl C. Caine,
*Band Master.*

* * *

*Name of Company*—Pacific Telephone and Telegraph Co.
*Nature of Business*—Telephone
*Activities:*

Telephone Male Quartet: *Manager*—D. O. Denman

The company furnishes piano and part of the music. Activities carried on in the time of both.

OPINION: "The fact that our company has maintained a quartet for five years that is ranked with the best of professional quartets speaks for itself of the value to the company. The company uses the quartet partly for public relations."

The quartet does professional work and also considerable work in hospitals.
Three pianos are available to the employees and are enjoyed.
The welfare work is in charge of N. M. Sloan.

Report submitted by: D. O. Denman,
*Division Plant Cashier.*

* * *

*Name of Company*—Troy Laundry Co.
*Nature of Business*—Laundry

A report from this company indicates that a player-piano is used with enjoyment by the employees. The welfare work is in charge of Mrs. M. Grigg.

A report from Emil Enna, Music Editor of the Portland News, had mentioned a chorus among the employees of Lipman, Wolfe & Co., department store. However, a reply from C. W. Craig, General Superintendent, was to the effect that there were no musical activities in the store. He added that there was considerable talent in the organization. The welfare work is in charge of Mrs. Celestia Hyde.

Another report, from Mrs. Jean Warren Carrick, stated that Meier & Frank, another merchandise store, had formerly had a chorus but that she did not believe that it was now in existence. No reply was received from this store.

# PENNSYLVANIA

## ALLENTOWN

A report from the Reading Company Railroad Y.M.C.A., through its secretary, Elwood S. High, stated that while the Association had no special musical activities it had been putting on a music program during National Music Week for several seasons past. It also gives special attention to music in all of its religious meetings with the railroad men.

## ALTOONA

*Name of Company*—Pennsylvania Railroad Co.
*Nature of Business*—Transportation
*Activities:*

Altoona Works Male Choir of 60: *Director*—Frederick William Lane
Band

When the Glee Club was organized, the company provided a uniform dress. The members meet their expenses by the sale of tickets for their concerts. The activities are carried on in the workers' time.

OPINION: "The enthusiasm of the Glee Club members is shown by a ninety per cent attendance at the weekly rehearsals on Monday evenings. The music has helped a great deal to create a better feeling among the employees themselves."

The choir gives two public concerts a year.

Report submitted by: Frederick William Lane,
*Gang Foreman.*

A printed program attached to Mr. Lane's report is that of the 1926 fall concert, at which the soloist was Miss Ethelynde Smith, the prominent concert soprano.

The choir is a member of the Associated Glee Clubs of America and took part in its big concert at the Sesquicentennial in Philadelphia.

SAFETY WARNING SOUNDED BY RAILROAD MUSIC GROUP

Safeguarding of lives forwarded by musical reminder from glee club and orchestra of Bessemer & Lake Erie at Greenville, Pa.

## BETHLEHEM

*Name of Company*—Bethlehem Steel Co.
*Nature of Business*—Steel manufacturing
*Activities:*

Bethlehem Steel Male Chorus

This chorus, which formerly had financial support from the company, as had the other musical activities among the employees, is now "on its own." The chorus gives two concerts a year at Bethlehem. It is a member of the Associated Glee Clubs of America and sang in the big concert of that Association at the Sesquicentennial at Philadelphia. The President of the chorus has been George W. Vary.

## CARLISLE

*Name of Company*—C. H. Masland & Sons
*Nature of Business*—Carpet and rug manufacturers
*Activities:*

Male Quartet: *Director*—James Prescott, Jr.

Male Orchestra of 13: *Director*—James Prescott, Jr.

Activities supported by Masland Athletic Association. Expenses met by operating store in mill. Activities carried on in the workers' and company's time.

OPINION: "Great help. Fine remarks from employees as a whole. The activities help to a certain extent toward good will advertising."

The quartet sang at thirty-two affairs in one year. The firm makes no charge for its services.

Welfare work in charge of James Prescott, Jr.

Report submitted by: James Prescott, Jr.,
*Personnel Department.*

## CHESTER

*Name of Company*—Aberfoyle Manufacturing Co.
*Nature of Business*—Manufacturers of textile fabrics and mercerized yarns
*Activities:*

Community singing by virtually all employees in the various cafeterias in Christmas, Thanksgiving and other noon hour programs.

Mixed Choruses in programs for benefit of Aberfoyle Country Club.

A show or musical revue in the summer by each of the mill groups.

A series of Sunday concerts during the summer.

Aberfoyle's Men's Glee Club of 16: *Director*—Carl Nocka

Aberfoyle Band of 26: *Director*—George O. Frey

Expenses of band, glee club, etc., met by the Service Department, authorized by the management. Rehearsals for the musical revue held on company as well as on workers' time.

OPINION: "The management maintains various activities for the social and recreational good of its employees and the musical spirit is one that does most in bringing together the entire organization. The general opinion is that if the employees have enjoyed a program of songs or a few dances during the noon lunch period, they go back to their respective departments in a happy mood and lighthearted, and their work seems more pleasant, usually resulting in a better production, benefiting both employee and management. The work done by the groups has done much to advertise the name and product of the company and they always keep before them our motto which is 'Our Aim to Excel.'"

The musical groups take part in the general community affairs.

Service Department under the direction of Mrs. Eleanor M. Stearns.

Six pianos and six phonographs in the various rest rooms are enjoyed daily by the employees.

Report submitted by: JAMES H. JEFFRIES,
*Chairman of Entertainment Committee.*

## CONWAY

*Name of Company*—PENNSYLVANIA RAILROAD CO.
*Nature of Business*—Transportation
*Activity:*

Band.

Report submitted by: G. L. PECK,
*Vice-President.*

## DONORA

*Name of Company*—AMERICAN STEEL AND WIRE COMPANY
*Nature of Business*—Steel and other Products
*Activities:*

Donora Works combined band of 40 players.
Donora Works Orchestra of 25 players.
Donora Works Octet of male voices.

The above organizations are made up of employees of the Steel Works, Wire Works, Zinc Works and Donora Southern Railroad. They perform at civic affairs and company entertainments, while the band gives public concerts in the summer and the octet does broadcasting.

Report submitted by: U. S. Steel Corporation.

## DU BOIS

A report from C. A. Kirker, General Secretary of the Railroad Y.M.C.A., mentions a Glee Club of 34 men directed by William Braund, and two orchestras of five players each. The expense of the activities is met partly by the company and partly by the workers. They are carried on solely in the workers' time.

OPINION: "I think the company looks with favor on this project. The boys are all very interested in our male glee club, as they take great pride in attending rehearsals, are very regular, and are intensely interested in concert work."

The glee club sings frequently in and about the city.

## ELWOOD CITY

*Name of Company*—NATIONAL TUBE COMPANY
*Nature of Business*—Seamless steel tubing
*Activities:*

Shelby Social Club Band: *Director*—Joseph Faga

The band is self-supporting and its activities are carried on in the workers' time.

The band renders service to all community activities.

The welfare superintendent, Rev. Charles Bell, has nothing to do with musical activities.

Report submitted by: JOHN RUSKOVIC,
*Manager of Band.*

## ERIE

The report for this city is one of discontinuance or non-success of musical activities in the industries. A statement from W. R. Bushnell of the General Electric Co. is to the effect that there was a Works Band in years gone by, but that it was discontinued some time ago. Before the war there was a male chorus which was changed to a mixed chorus about the time of the war. It did considerable singing at Liberty Loan meetings. These activities are no longer existent. Another statement from H. A. Nye, Supervisor of Industrial Service at the plant, runs as follows: "Inactivity in the above line is largely due to business conditions."

An attempt to organize such activities as a band and orchestra was reported by C. M. Milner, Assistant Director of Personnel for the Hammermill Paper Co. He added that the members had not had sufficient interest in the activities to warrant their continuance.

## GREENVILLE

*Name of Company*—Bessemer and Lake Erie Railroad Company
*Nature of Business*—Transportation
*Activities:*

Bessemer and Lake Erie Railroad Band of 21 players.
Bessemer and Lake Erie Orchestra.
Bessemer Railroad Safety First Glee Club of 25 male voices.

The rehearsals of these organizations are held in a room provided for the purpose in the shops. The orchestra is made up of members of the band.

Report submitted by: U S. Steel Corporation.

## HARRISBURG

*Name of Company*—Blough Manufacturing Company
*Activities:*

Community Singing

* Data supplied by Chamber of Commerce.

* * *

*Name of Company*—Evangelical Press
*Nature of Business*—Printing and binding
*Activities:*

Community singing, carried on in the workers' noon hour.
Musical instruments enjoyed by employees.

Report submitted by: Roy H. Stetler,
*Manager*

* * *

*Name of Company*—Harrisburg Silk Mill
*Nature of Business*—Manufacturers of silk
*Activities:*

Community singing
Special programs

* Data supplied by Chamber of Commerce.

* * *

*Name of Company*—Moorhead Knitting Company
*Nature of Business*—Manufacturers of socks

The report from the Chamber of Commerce had mentioned community singing and an orchestra as existing among the employees of this company, but a statement from M. Sheaffer of the organization was to the effect that due to various reasons the activities had not been continued for the year of 1927.

* * *

*Name of Company*—Pennsylvania Railroad
*Nature of Business*—Transportation
*Activities:*

Pennsylvania Railroad Concert Co., a male chorus of 26 voices.
*Director*—Charles N. Jackson

Report submitted by: Harry D. Long,
*Business Manager.*

This chorus was one of those forming the mass chorus of 2,200 voices which took part in the big concert of the Associated Glee Clubs of America at the Sesquicentennial in Philadelphia.

Another report, from W. R. Denehey, Chief Clerk to the General Superintendent, mentioned not only the male chorus, but a band, directed by James Sherk. He stated that the company assisted in meeting the expense of the activities and that they were carried on in the time of both employees and employer.

OPINION: "The policy of the company is to encourage all forms of athletic and musical activities among its employees. Increases interest in elevating recreation and entertainment and equalizes the grind. Promotes friendship among employees. The music helps good will advertising by indicating that the company's employees are loyal and contented."

The musical groups frequently take part in community programs.

A report from G. L. Peck, Vice-President, mentioned an operetta group and orchestra.

* * *

*Name of Company*—Pomeroy's Incorporated
*Nature of Business*—Department Store
*Activities:*

Community Singing
Special Programs

The writer of this book has had personal knowledge of the singing in this store as conducted for several years by Mrs. Florence Ackley Ley of the Wilmer & Vincent Community Service Bureau. He himself had the pleasure of leading one of these early morning sings during a visit to Harrisburg.

* Data supplied by Chamber of Commerce.

* * *

*Name of Company*—Reading Co. (Railroad Y.M.C.A.)
*Nature of Business*—Transportation

A report from L. H. Zimmerman, the General Secretary, mentions a Male Glee Club of 22 members directed by Ira Belmey. The expense is met by the employees and the activities are carried on in their own time. The Glee Club takes part in the general community life.

## HOMESTEAD

*Name of Company*—Carnegie Steel Company
*Nature of Business*—Manufacture of Steel
*Activities:*

Homestead Steel Works Colored Band of 21 players.

Report submitted by: U. S. Steel Corporation.

## JOHNSTOWN

*Name of Company*—Bethlehem Steel Co.
*Nature of Business*—Manufacturers of steel
*Activities:*

Bethlehem Steel Mill Chorus of 50 members: *Director*—Allan B. Davis

This chorus was formerly the Cambria Steel Male Chorus.

The activities are carried on in the workers' time.

OPINION: "The officials of the company seem to appreciate the chorus and aid us in every way possible."

The chorus is a member of the Associated Glee Clubs of America and formed part of the mass choir of 2,200 voices at its concert at the Sesquicentennial in Philadelphia. It also sang at the inauguration of J. S. Fisher as Governor of Pennsylvania.

C. L. Baker, who is in charge of the welfare work at the plant, is not connected with the male chorus.

Report submitted by: Ewart L. Roberts,
*Secretary of Chorus.*

## LEBANON

A report from the Chamber of Commerce was to the effect that during the war the Bethlehem Steel Co. had arranged musical activities among the employees, but had since abandoned the program.

## MARCUS HOOK

*Name of Company*—The Viscose Co.
*Nature of Business*—Manufacturers of Rayon
*Activities:*

Viscose Choral Union of 60 voices: *Director*—T. Hadyn Davis

Viscose Male Chorus of 30 voices: *Director*—T. Hadyn Davis

Orchestra of 10 players: *Director*—C. L. Wheaton

Expenses met fifty-fifty by company and employees and activities carried on in the time of both.

OPINION: "Probably of some value as to health, efficiency, morale, etc. General enthusiasm throughout the plant regarding these activities."

The musical groups appear at churches, entertainments, charitable affairs, etc. There are noon hour concerts at the plant on special occasions and carol singing on Christmas Eve.

Musical instruments for the employees.

Report submitted by: J. A. Hayes,
*Superintendent.*

## McKEESPORT

*Name of Company*—National Tube Company
*Nature of Business*—Steel Manufacture
*Activities:*

(At National Works)
Morning Glory Orchestra of 11 players.
Colored Male Quartet.
National Male Chorus of 18.
National Mouth Organ Band of 10.
(At Christy Park Works)
Christy Park Social Club Orchestra of 9.
Mandolin and Banjo Quartet and child soloist.
Lyric Quartet of male voices.

Report submitted by: U. S. Steel Corporation.

## MORRISDALE

*Name of Company*—Morrisdale Coal Co.
*Nature of Business*—Coal mining
*Activities:*

Community Singing: *Director*—Archie Broendgn
Male Glee Club: *Director*—Archie Broendgn
Boys' Band: *Manager*—C. B. Maxwell
Girls Band: *Manager*—C. B. Maxwell
Orchestra: *Director*—Crawford Lindsay

Expense met by the company.
OPINION: "Very good."

Report submitted by: C. B. Maxwell,
*General Superintendent.*

## NEW BRIGHTON

A report from H. O. Allison, Commercial Manager of the Beaver Valley Traction Co., states that this company and the Beaver Valley Motor Coach Co. have participated annually in conducting a Christmas carol sing. A group of singers is collected from all parts of the county and conveyed by motor coach to the various institutions and to Christmas tree celebrations on Christmas Eve. This group is trained by some instructor prior to the occasion.

The traction company endeavored to organize a double male quartet and paid the tuition of the members for some time, but a lack of interest caused its abandonment.

## NEW CASTLE

*Name of Company*—Pennsylvania Railroad Co.
*Nature of Business*—Transportation
*Activity:*

Band.

Report submitted by: G. L. Peck,
*Vice-President.*

## PHILADELPHIA

*Name of Company*—H. C. Aberle Company
*Nature of Business*—Manufacturer of hosiery
*Activities:*

Community Singing: *Leader*—Fred Feldmeth
Orchestra: *Director*—Carl B. Goldacker

A fifty-fifty division of expenses between company and employees. Activities carried on in the time of both.

OPINION: "The company encourages such activities. The workers enjoy both the singing and the orchestra. The company receives no advertising of its products through these activities. It merely wishes to create a good will among the employees."

The welfare work is in charge of Carl B. Goldacker.

* * *

*Name of Company*—Atlantic Refining Co.
*Nature of Business*—Petroleum products
*Activities:*

Atlantic Choral Society of 50: *Director*—H. P. Haug
Band of 50: *Director*—W. H. Albertson
Orchestra of from 15 to 20: *Director*—W. H. Albertson

Incidental expenses met by company. The main support comes from the proceeds of concert ticket sales. The activities are carried on chiefly in the workers' time.

OPINION: "Hard to measure. Groups are very desirable. The band and orchestra help toward good will advertising by assisting in company floats in various municipal parades."

The welfare worker, Mrs. C. B. Cox, is a general adviser to the various groups.

Report submitted by: Ralph E. Motley,
*Director of Plant Personnel and Employment.*

* * *

*Name of Company*—A. M. Collins Manufacturing Co.
*Nature of Business*—Cardboard manufacturers
*Activities:*

Community Singing with from 100 to 300 participants, the leader furnished by the Philadelphia Music League.
Ukulele Club of 10 girls: *Director*—Mrs. Helen Bean

No expenses. Activities carried on in company and in workers' time.

OPINION: "An activity which adds to the general interest of the plant. The activities have thus far been supported enthusiastically by the workers. We get a very quick report as to whether it be good or bad and 'good' has been received on this."

Mary E. Reynolds, welfare worker, plans the musical activities.

Report submitted by: Mary E. Reynolds,
*Personnel Worker.*

* * *

*Name of Company*—Curtis Publishing Co.
*Nature of Business*—Publishers of periodicals

A list of musical activities maintained by Philadelphia industries had included a statement that the Curtis Publishing Co. was considering reorganizing its band. However, a letter of September 13, 1927, from Earl B. Morgan, Manager of the Employment and Service Department, stated that nothing was being done along the line of musical activities.

* * *

*Name of Company*—Gimbel Brothers
*Nature of Business*—Department store
*Activities:*

Mixed Chorus: *Director*—C. S. Halsall

Harmonica Group: *Leader*—"Uncle Wip" (Chris Graham)

Expense met by company. Activities carried on in the evenings.

OPINION: "Good. It is doubtful whether the activities help toward good will advertising."

The musical groups take part in the Philadelphia Music League. The welfare work is in charge of the Director of Personnel.

Musical instruments sometimes available for the employees.

Report submitted by: C. S. Halsall,
*Director of Personnel.*

* * *

*Name of Company*—Miller Lock Works (Yale & Towne Manufacturing Co.)
*Nature of Business*—Manufacturer of locks

A statement from Arthur C. Jackson, Works Manager, was to the following effect: "We have attempted from time to time to organize a chorus, but so far have been entirely unsuccessful. The only work along this line that is accomplished here, is a musical review, more or less on the vaudeville style, gotten up by our employees once a year, which is the outgrowth of what was originally a minstrel show. This is under the leadership of Mr. Frank Fitzpatrick."

Another statement, from Mr. Fitzpatrick, relates that the productions put on have ranged from jazz to grand opera. He adds, "The effect of these productions upon the employees has been very gratifying to the management. It has created a spirit of good fellowship and has been instrumental in avoiding labor troubles."

* * *

*Name of Company*—Penn Mutual Life Insurance Co.
*Nature of Business*—Life insurance
*Activities:*

Mixed Chorus, at Christmas time only: *Director*—William P. Bentz

Penn Mutual Glee Club of about 50 male voices: *Director*—William P. Bentz

The company meets the expense of the activities and they are carried on for the greater part in the company time.

OPINION: "The work has the hearty endorsement of the management, but it has no bearing upon turnover. Its principal value is as to the morale. It also has some advertising value. It helps toward good will advertising in the same way that any company is given good will advertising from the knowledge that it promotes and encourages cultural activities among its employees."

The Glee Club assists other social and civic organizations from time to time and is a part of the Associated Glee Clubs and their Philadelphia Council.

Piano, phonograph and radio are enjoyed by the employees.

Report submitted by: Wallis Boileau, Jr.,
*Chief Clerk.*

* * *

*Name of Company*—Pennsylvania Railroad, Car Service Department
*Nature of Business*—Transportation

*Activities:*

P. R. R. Car Service Glee Club of 30: *Director*—G. C. Hartell

* Data supplied by Associated Glee Clubs of America.

* * *

*Name of Company*—Pennsylvania Railroad, General Office
*Nature of Business*—Transportation
*Activities:*

Accounting Department Glee Club of 50: *Director*—C. Victor Dealy

Accounting Department Band: *Director*—Thomas Lawn

Expenses of Glee Club met through annual concert and dues of members. Activities carried on in the time of workers and of company.

OPINION: "Many of the chief officers of the company are deeply interested in these organizations and frequently express their appreciation of the work."

Both groups take part in the Music Week program and frequently broadcast from stations WOO and WIP.

Most of the welfare work among these employees is looked after by the Railroad Y.M.C.A.

Report submitted by: C. Victor Dealy,
*Assistant Head Clerk.*

This Glee Club is a member of the Associated Glee Clubs of America and took part in its chorus of 2,200 voices at the Sesquicentennial at Philadelphia. It is also one of the twelve clubs represented in the Philadelphia District Council of that Association and formed a part of the chorus of 500 which gave a joint concert on November 15, 1927.

A report from G. L. Peck, Vice-President, mentioned an operetta group and orchestra.

* * *

*Name of Company*—Edwin J. Schoettle Co.
*Nature of Business*—Paper box manufacturers

A list of industrial music activities in Philadelphia had mentioned noon hour music among the employees of this factory. However, a reply to the questionnaire from R. J. Sexton of this company mentioned no activities at all. The welfare work was recorded as in charge of Miss Jennie Hoffman.

* * *

*Name of Company*—Sears Roebuck and Co.
*Nature of Business*—Mail order merchandising

A report from R. R. Galbraith stated that in this branch of the Chicago firm the sole musical activity was that of an orchestra of six male employees which plays once or twice a week during the lunch period for the women employees.

* * *

*Name of Company*—John B. Stetson Co.
*Nature of Business*—Hat manufacturers
*Activities:*

Mixed Chorus of 100: *Director*—Dr. Adam Geibel, the prominent composer

Orchestra of about 20: *Director*—Charles Johnston

Stetson-Chopourian Banjo and Mandolin Club: *Director*—Hazel Godshall

Expense of activities met by company and activities carried on in company time, except those of the orchestra, which occur during the evening.

OPINION: "The music is considered by the company to be beneficial in all ways.

The company feels that these musical activities are an uplift for the plant and for the community. All the workers are impressed with the advantages given by the company."

The chorus has for several years prepared special selections for the elaborate Christmas exercises at the factory. In the spring of 1927 it took up musical comedy. The chorus broadcasts annually.

Milton D. Gehris, Vice-President of the company, is the President of the chorus and also supervises the welfare work. The latter is in charge of Miss Sarah Mander, who is not connected with the musical activities.

Report submitted by: Dr. Adam Geibel,
*Director of Chorus.*

* * *

*Name of Company*—Strawbridge & Clothier
*Nature of Business*—Department store
*Activities:*

Strawbridge & Clothier Chorus of 150 employees: *Director*—Dr. Herbert J. Tily, Vice-President and General Manager of the company. *Assistant Director*—Edneyfed Lewis, Director of the firm's radio station

Strawbridge & Clothier Male Glee Club of 20: *Director*—Edneyfed Lewis

Double Quartet of Women's Voices, occasional

A former orchestra of employees now succeeded by professional orchestra for restaurant and broadcasting

Strawbridge & Clothier Operatic Society of 100 singers who are also members of the chorus

*Director:* Dr. H. J. Tily, assisted by Mr. Lewis

All expenses met by store. Proceeds of public performances donated to the welfare organizations of the store. The activities are usually carried on after business hours, when the members are given supper free. Sometimes special rehearsals encroach upon business hours.

OPINION: "Directly beneficial to members of chorus, and indirectly to entire force, in fostering better esprit de corps. Effect on labor turnover an indeterminate factor, as chorus represents but small part of entire force. Entire organization's enthusiastic appreciation of chorus indicated by fact that all are eager to attend our public concerts in Opera House and amusement park. Create a finer atmosphere, help toward higher average of character and intelligence in store family, and so help to better service. Primary purpose is to cultivate high ideals among workers, but we believe the effect on public is in every way favorable and therefore may be regarded as good will advertising."

The musical groups have frequently been features of public events, functions, etc. Examples are, the opera performances given for the benefit of Japanese earthquake sufferers, and another given at the Sesquicentennial in Philadelphia.

Report submitted by: Herbert J. Tily,
*President of the Company.*

The male chorus of this store formed a part of the chorus of 500 which took part in the Philadelphia District Council of the Associated Glee Clubs of America on November 15, 1927.

* * *

*Name of Company*—John Wanamaker
*Nature of Business*—Department Store
*Activities:*

John Wanamaker Commercial Institute Band of 47.

*Director:* Arthur Rosander.
Preparatory band of 40.
Girls' band of 34.
Bugle corps of 39.
Bagpipe band of 33.
Colored Chorus of 400: *Director*—Lucretia Lawson Love.
Colored Band of 40: *Director*—Vernon Cuffee.

Expense of activities met by company.

Report submitted by: Mary E. Vogt,
*Organist of the Daily Concerts.*

## PITCAIRN

*Name of Company*—Pennsylvania Railroad
*Nature of Business*—Transportation
*Activities:*

Pitcairn Band of about 50 players: *Director*—Edward Hardie

Expenses met by company.
OPINION: "Our company has always favored these activities."
The band takes an active part in all community affairs.
Musical instruments enjoyed by employees.

Report submitted by: Vincent Kroen,
*Supervisor of Express Service.*

## PITTSBURGH

*Name of Company*—Carnegie Steel Company
*Nature of Business*—Manufacture of Steel
*Activities:*

Edgar Thomson Male Quartet: *Director*—Evan H. Lloyd.
*Accompanist*—Lewis Mason

Report submitted by: U S. Steel Corporation.

A report from Earl Truxell, conductor of the former Carnegie Steel Male Chorus, was to the effect that that group had disbanded.

* * *

*Name of Company*—H. J. Heinz Co.
*Nature of Business*—Food products
*Activities:*

57 Club Quartet: *Director*—E. A. Kaelin
57 Orchestra of 12: *Director*—F. P. Daniels

Occasional programs at employees' meetings, banquets and entertainments, enlisting talented Pittsburgh musicians.

Expense met by company. Activities carried on in the time of both.

OPINION: "The activities contribute to a better morale, but as to the other effects, we cannot tell. The best expression of the employees' appreciation is the attendence and applause. The activities help toward good will advertising through the news items in the local papers."

The employees have the use of three pianos, a Welte Mignon organ, a phonograph and orchestral instruments.

Welfare work in charge of Clifford S. Heinz, Vice President.

Report submitted by: A. L. Schiel.

* * *

*Name of Company*—Joseph Horne Company
*Nature of Business*—Department Store
*Activities:*

Joseph Horne Company Chorus of 100 mixed voices. *Director*—W. A. Macdonald.
Community singing each Wednesday before opening of store
Christmas caroling during holidays

The Chorus has sung at institutions and over radio from Stations KDKA and WCAE.

Report submitted by: Andrew Connolly,
*Publicity Director.*

* * *

*Name of Company*—Kaufmann's
*Nature of Business*—Department Store
*Activities:*

Operetta group of 200 members

Expenses met by company. Sums from ticket sale, above expenses, go to Employees' Beneficial Association.

OPINION: "It gives the workers an opportunity to use talents that they might otherwise never have an opportunity to bring to light. The workers themselves are eager to take part in the plays. Those who have previously taken part begin to inquire about it several months in advance of the time the play is given. The public feel that the store is not only interested in doing business at a profit, but also in the human side of its organization. They have expressed themselves at being pleased with the professional touch that the plays have had and amazed that everyday business people have been able to produce such plays."

No specific welfare worker.

Musical instruments enjoyed by employees.

Report submitted by: Helena L. Fitzsimmons,
*Director of Personnel.*

* * *

*Name of Company*—National Tube Company
*Nature of Business*—Steel Manufacture
*Activities:*

Continental Orchestra of 12 players.
Continental Glee Club of 18 male voices.

Report submitted by: U. S. Steel Corporation.

* * * *

*Name of Company*—Pennsylvania Railroad
*Nature of Business*—Transportation
*Activities:*

Operetta Group of 70 persons: *Director*—W. C. Bearinger
Red Arrow Quartet: *Director*—L. B. Sisson

The operettas are financed by ticket sale and the program advertising.

OPINION: "The company has always favored these activities. The Red Arrow Quartet is a big ad for our crack Detroit-New York passenger train, the Red Arrow."

A report from G. L. Peck, Vice-President, mentioned a glee club and orchestra.

* * *

*Name of Company*—Philadelphia Company and Affiliated Corporations
*Nature of Business*—Heat, light and transportation
*Activities:*

Girls' Chorus of 45: *Director*—A. F Fry
Quartet of White Employees: *Director*—A. F. Fry
Quartet of Colored Employees: *Director*—D. J. Melontree
Pittsburgh Railways Employees' Band: *Director*—Alois Hrabak
Duquesne Light Orchestra of 11 players: *Director*—J. J. Cost

Expenses met by company. A 50/50 division of time for activities.

OPINION: "This is the first year. Too early to answer the questions. All employees taking part in these activities are enthusiastic. They seem to get a big kick out of their participation in them. By donating the services of the musical groups, we get the good will of organizations receiving the donation."

The quartets are used for civic club and church engagements, the company donating the services.

The musical activities are handled by the Entertainment Bureau.

Two pianos are enjoyed by the employees.

Report submitted by: William A. Coyle,
*Manager, Entertainment Bureau.*

* * *

*Name of Company*—Westinghouse Electric and Manufacturing Company
*Nature of Business*—Electrical apparatus
*Activities:*

Community singing
Mixed Chorus: *Director*—Alfred Bartlett
Westinghouse Band: *Director*—T. J. Vastine
Westinghouse Club Orchestra: *Director*—T. J. Vastine

The company meets virtually all the expenses.

OPINION: "We have not been able to measure the effect of the musical activities but we believe that they are beneficial. Reports from the working force are that they would dearly love to have the band play every day as they say it breaks the monotony and makes life worth while."

Piano enjoyed by employees.

Report submitted by: T. J. Vastine
*Band Master.*

## POTTSVILLE

A minstrel troupe of 30, directed by Charles Flynn, is mentioned in a report from James W. G. Lengel, General Secretary of the Pennsylvania Railroad Y.M.C.A. The expenses are met through the receipts of the minstrel shows.

OPINION: "The shows create a fine morale. The men think it a good thing. It puts the company in the limelight and makes the public notice that the company is interested in its employees' social welfare."

## READING

*Name of Company*—Berkshire Knitting Mills
*Nature of Business*—Manufacturer of hosiery

The disbanding of a former band among the employees is recorded in a letter from Mr. Hemmerich of this company. The reason given is a lack of interest on the part of

the employees. The company nevertheless tries to instil a liking for music by the distribution of tickets for symphony concerts. It also urges the employees to aid the Reading Musical Foundation. One of the new, improved phonographs has been installed in the recreation hall.

* * *

*Name of Company*—Metropolitan Edison Co.
*Nature of Business*—Electric service
*Activities:*

Orchestra: *Directors*—Charles Hunter and Myron Moyer
Reading Transit Minstrels: *Director*—J. P. Costello

The employees pay the expenses of these activities. The minstrel group, which is of the employees at the Tenth Street car barn, was about ten years old at the time when the report was made out.

Report submitted by: W. R. Turner,
*Director of Safety.*

* * *

*Name of Company*—Reading Company
*Nature of Business*—Transportation
*Activities:*

Reading Locomotive Shop Band: *Director*—R. Elmer Addis

Expenses met principally by the company. Activities carried on in company time. The uniforms are furnished by the company, but the instruments belong to the men.

OPINION: "The band is productive of good feeling among the men in the shops and the entertainments given during the noon hour are appreciated."

Report submitted by: J. A. Seiders,
*Superintendent of Motive Power and Rolling Equipment.*

## RENOVA

*Name of Company*—Pennsylvania Railroad
*Nature of Business*—Transportation
*Activities:*

Shop band

*Data supplied by "The Metronome."

## SCRANTON

*Name of Company*—International Correspondence Schools
*Nature of Business*—"Teaching by mail"

A report from C. F. Henne, Vice-President, reads: "We have had mixed glee clubs, put on operettas, etc., but no permanent musical organization." A piano and phonograph are used with enjoyment by the employees.

## SHARON

A report from the Chamber of Commerce states that glee clubs were formerly maintained among employees of the Carnegie Steel Co. and the American Sheet and Tin Plate Co.

## STEELTON

*Name of Company*—Bethlehem Steel Co.
*Nature of Business*—Manufacturers of steel
*Activities:*

Bethlehem Steel Male Chorus of 55: *Director*—Gwilym Watkins
Steelton Band

Until November, 1925, the company was responsible for the salaries of the male chorus and for rent, music and other necessary expenses. On the above date the company discontinued its support of the male chorus and of the Steelton Band. Both organizations are now self-supporting. The money derived from the concert engagements of the chorus were turned into its social fund to be used by the organization as it saw fit.

Report submitted by: Gwilym Watkins,
*Director of Chorus.*

## SUNBURY

A report from the Y.M.C.A. states that the Pennsylvania Railroad Co. aids materially in the support of the Y.M.C.A. Glee Club of 20, which is directed by W. R. Evans. A boys' orchestra was being organized at the time of the report.

This chorus is a member of the Associated Glee Clubs of America and took part in that Association's big concert at the Sesquicentennial in Philadelphia.

## SWISSVALE

*Name of Company*—Union Switch & Signal Co.
*Nature of Business*—Railway signal appliance
*Activities:*

Community Singing: *Director*—Frank Adams
Mixed Chorus of 18: *Director*—J. Cordwell
Male Glee Club: *Director*—Robert Everhart
Orchestra: *Director*—N. Punturi

All musical support has been withdrawn by the company, but the activities are still kept up by the workers themselves.

The welfare work is in charge of C. S. Porteous.

Report submitted by: Fred G. Pusch,
*Employment Manager.*

## TYRONE

*Name of Company*—Pennsylvania Railroad Co.
*Nature of Business*—Transportation
*Activity:*

Band.

Report submitted by: G. L. Peck,
*Vice-President.*

## WASHINGTON

*Name of Company*—Hazel-Atlas Glass Co.
*Nature of Business*—Manufacturer of glass

A band of 40 under the leadership of C. V. Carmichael was mentioned in a report of A. M. Algeo, District Manager. He added that the salary of the leader and the hall rental were paid by the company.

A later report from J. L. Scheli, Superintendent of the factory, stated that the band had been disbanded and that there was no musical organization among these workers at that particular time.

## WAYNESBORO

*Name of Company*—Landis Machine Co.
*Nature of Business*—Bolt and pipe threading machinery
*Activities:*

Community Singing by employees at annual outing and mid-winter get-together.
*Leaders*—A. G. Thomas, E. G. Heefner and C. A. Snider

Expense met by the company.

OPINION: "The annual outing and mid-winter party seem to have been a decided factor in promoting good will between employer and employee and this includes some musical effort, as that is part of the program of each affair."

Report submitted by: J. J. Oller,
*President.*

## WILLIAMSPORT

*Name of Company*—Lycoming Rubber Co.
*Nature of Business*—Manufacturer of rubber footwear

Musical instruments available for employees' use and much enjoyed.

Report submitted by: D. J. Gilmore,
*Manager Industrial Relations.*

## WILMERDING

*Name of Company*—Westinghouse Air Brake Co.
*Nature of Business*—Air brake manufacturing
*Activities:*

Community Singing, occasionally: *Director*—James Little
Mixed Chorus of 50, on special occasions: *Director*—James Little
A Minstrel Troupe
Band of 25: *Director*—Joseph D. Nirella
Orchestra: *Director*—Joseph D. Nirella

Expenses met by company. Activities carried on in the time of both.

OPINION: "The large attendance and interest of the employees justifies the expense."

Evening band concerts are given throughout the summer and free minstrel shows in the winter. Piano enjoyed by the employees.

Report submitted by: James Little,
*Supervisor of Personnel.*

VARIOUS NEARBY TOWNS HEAR DAVENPORT CHORUS

Trips to communities within radius of fifty miles enliven the schedule of M. L. Parker store chorus of above Iowa city.

### YORK

*Name of Company*—York Manufacturing Co.
*Activities:*
Band
*Data supplied by Manufacturers' Association.

## RHODE ISLAND

### CENTRAL FALLS

*Name of Company*—General Fabrics Corporation
*Nature of Business*—Silk Weaving
*Activities:*
Community singing, with from 10 to 100 participants
Mixed chorus
Male Glee Club: *Director*—Robert Marsden
Orchestra: *Director*—Everitt Pierce
Operetta Group: *Director*—Irma Heaton
Expenses met by company, and activities carried on in time of both.
OPINION: "Very good. The music improves the reputation of the company and encourages the use of the recreation hall." . . . Some comments from employees: "Makes the day seem just half as long." "Makes for better efficiency of the afternoon's work." "Gives an opportunity to get acquainted with fellow worker."
The orchestra does radio broadcasting. Welfare work in charge of C. Earl Hays. Piano and phonograph enjoyed by employees.
Report submitted by: C. Earl Hays,
*Personnel Director.*

### PAWTUCKET

*Name of Company*—Hope Webbing Co.
*Nature of Business*—Woven and Braided Fabrics
There have been no organized musical activities among the employees of this firm, according to a report from R. S. Duncombe, Assistant Secretary. There is a club for the employees, with a large hall and stage. There are occasional minstrel shows and plays, as well as dancing. A piano is enjoyed by the employees.

* * *

*Name of Company*—J. & P. Coats
An electric player piano and a phonograph are provided for the use of these employees, according to a report from the Meiklejohn Company. The official of contact was named as Benjamin F. Griffith.

* * *

*Name of Company*—Lorraine Manufacturing Co.
*Nature of Business*—Textile Manufacturing

A report from G. C. Clarke of the Chamber of Commerce had indicated that there were musical activities among the employees of this company. However, a statement

from Charles H. Studley of the Employment and Service Department was to the effect that there were no such activities among the workers. It was recorded by the Meiklejohn Company that there was a piano for the use of the employees at the Lorraine plant.

* * *

*Name of Company*—The Lumb Knitting Co.

A piano and phonograph is available for the use of the employees of this firm, according to a report from Elmer F. Hornby, Secretary. In reply to the question as to whether they were found beneficial, Mr. Hornby said, "Not at all."

## SAYLESVILLE

*Name of Company*—Sayles Finishing Plants, Inc.
*Nature of Business*—Finishing Cloth
*Activities:*

Sayles Employees' Association Band of 25 players: *Director*—Walter Greaves.

Expenses met fifty-fifty by company and employees, and activities carried on in workers' time.

OPINION: "The Sayles Band is one of our personnel activities and as such no doubt has a worthwhile relationship to the spirit of the employees. I would consider it rather difficult to determine just what effect it might have in cutting down labor turnover."

The Band was organized in 1921 at the request of about twelve employees who had played in bands previously. Since that time it has missed few weekly rehearsals. The Band takes part in outings, plays at baseball games and gives a series of community concerts.

The welfare work is in charge of F. J. Porter, Secretary of the Band Committee.

Piano and phonograph provided for employees.

Report submitted by: F. J. Porter,
*Welfare Manager.*

An earlier report from Mr. Greaves, whose regular work with the company is as a cloth finisher, contained this comment: "The management considers that a well-organized personnel department with its various activities is a necessary department of its business. The Band is one of the activities of that department and helps to make employee gatherings just so much more enjoyable." He stated that all the band's activities were on the workers' time with the exception of the monthly meetings of the Band Committee (consisting of representatives of the management board of the Employees' Association) which occur on company time. Mr. Greaves mentioned the fact that the Association paid fifty percent of the band's cost as an indication of the workers' strong interest in the band.

## WOONSOCKET

No industrial music activities were recorded in a report from C. E. Smith of the Chamber of Commerce, but he said that the Park Department had done something along that line during the previous summer.

# SOUTH CAROLINA

## CHARLESTON

*Name of Company*—Standard Oil Co. of New Jersey
*Nature of Business*—Oil refinery
*Activities:*

Band of 35

The company makes an appropriation for the expenses of the band. The activities are carried on in the time of both.

OPINION: "Good business policy. The help given is intangible, but nevertheless it is an important factor in establishing and maintaining good will."

The band takes part in the general community life.

Report submitted by: William J. Haley.

## DUNCAN

*Name of Company*—Duncan Mills
*Nature of Business*—Cotton manufacturing

Musical instruments enjoyed by the employees, as reported by James A. Chapman, Jr., Vice-President. There is a welfare worker but she has no connection with any musical activities.

## GREENVILLE

*Name of Company*—Judson Mills
*Nature of Business*—Manufacturers of cotton and fancy silk
*Activities:*

Mixed Chorus of 50: *Director*—Lewis Burgess
Women's Glee Club of 20: *Director*—Ethel Simpson
Band of 21: *Director*—B. M. Hartell
Orchestra of 5: *Director*—C. F. Stansell
Ukulele Club of 12: *Director*—Alice Gleason

There is a 50/50 arrangement between company and workers as to the expenses and as to the time.

OPINION: "We find that the activities of these various musical clubs are beneficial in several ways, creating a more friendly community feeling and understanding, especially between employer and employees."

Virtually all the groups participate in community affairs, lending their aid in any manner desired by social workers.

Alberta Fox has charge of all community programs, including musical entertainments.

A piano is used and found very beneficial.

Report submitted by: F. M. Tidwell,
*Assistant Superintendent.*

## LYMAN

*Name of Company*—Pacific Mills, Lyman Division
*Nature of Business*—Textile manufacturers
*Activities:*

Community Singing with 50 participants: *Director*—C. H. Storey
Band of 25: *Director*—W. F. Howard
Orchestra: *Director*—R. W. Hembree

The instruments are furnished by the company. The activities are carried on in the workers' time.

OPINION: "Adds to contentment. The band is a great help in entertaining our people, this being a small community."

The band takes part in the general community life. Welfare work is limited to whatever is done by three school workers.

The piano in the community building is enjoyed.

Report submitted by: J. E. Groce,
*Service Superintendent.*

## PACOLET MILLS

*Name of Company*—Pacolet Manufacturing Company
*Nature of Business*—Cotton Mills
*Activities:*

Community singing: *Director*—Richard Baker
Junior High School Chorus: *Director*—Irma Heaton
Band: *Director*—Wade George
Orchestra: *Director*—Wade George
Harmonica Band: *Director*—Mildred Burgess
Operetta Group: *Director*—Tom Rehan

Uniforms and instruments for band furnished by company. Money made by band by playing in neighboring towns. Activities carried on in time of both.

OPINION: "The musical evenings in which the various music organizations furnish the program are among the best attended public assemblies. The activities receive enthusiastic coöperation and support from the employees."

The groups are in demand for public occasions at home and in adjacent towns.

Musical instruments enjoyed by employees.

Report submitted by: Katharine Dozier,
*Director, Educational Work.*

## ROCK HILL

A report from the Chamber of Commerce is to the effect that the Industrial Cotton Mill has a string band.

## SPARTANBURG

*Name of Company*—Saxon Mills
*Nature of Business*—Cotton sheetings
*Activities:*

Children's Chorus: *Director*—Mabel Littlejohn
Saxon Woodmen of the World Band: *Director*—S. J. Bishop
Bishop's Orchestra: *Director*—S. J. Bishop
Henry Brooks Serenaders: *Director*—Henry Brooks

The company furnished instruments for the band on a 50/50 basis with employees. In some instances the players buy their own instruments.

OPINION: "Improves the morale. John A. Law, President of the Mill, is right behind the band and is very much pleased with its activities."

Musical groups appear at community gatherings, church meetings, etc.

Marjorie A. Potwin, Community Director, has general supervision of the musical activities.

A piano is provided for the employees and is enjoyed.

Report submitted by: S. J. Bishop,
*Overseer of Carding.*

### WHITNEY

*Name of Company*—Whitney Manufacturing Co.
*Nature of Business*—Cotton cloth

An orchestra of seven players was reported on February 10, 1927, by William A. Sibley, Superintendent, but on October 7 he stated that the orchestra had been disbanded.

## SOUTH DAKOTA

### ABERDEEN

A statement from the Monday Musical Club was to the effect that the Tiffany Laundry Co. had once maintained a band among its employees, but that this had been merged several years ago with the municipal band.

## TENNESSEE

### KNOXVILLE

*Name of Company*—Brookside Mills
*Activities:*
Band
*Data supplied by Community Service Council.

* * *

*Name of Company*—Foreign-Domestic Veneer Co.
*Nature of Business*—Veneer and lumber

A report from John R. Green, Superintendent, mentions the use of music in the Y.M.C.A. services at the noon hour.

OPINION: "Of some value. Difficult to determine how much."

* * *

*Name of Company*—Fulton Co.
*Nature of Business*—Heat control specialties
*Activities:*
Community Singing with about 150 participants: *Director*—Henry Hunter
Fulton Mill Chorus of 24: *Director*—George Freeman
Orchestra of 10: *Director*—George Freeman

Arion Male Quartet: *Director*—George Freeman

The company furnishes piano and rehearsal room. The employees furnish the music. The activities are carried on in the workers' time.

OPINION: "The company approves of it. It is the general opinion of the men that it helps them. In a general way the activities advertise our products."

The chorus and quartet sing frequently at church entertainments. Two concerts have been given for the benefit of one of the employees who is going to study for the ministry.

Report submitted by: George Freeman,
*Foundry Inspector.*

* * *

*Name of Company*—Hall-Tate Clothing Co.
*Nature of Business*—Clothing
*Activities:*

Group singing

*Data supplied by Community Service Council.

* * *

*Name of Company*—Knoxville Knitting Mill Co.
*Nature of Business*—Manufacturer of hosiery
*Activities:*

Community Singing: *Directors*—W. A. Long and Ollie Pitman

Mixed Chorus: *Directors*—W. A. Long and Ollie Pitman

Expenses, 50/50 between company and employees. Same division as to time.

OPINION: "It keeps employees in good feeling. Causes loyalty. The workers say that they like to see the employees get together and sing."

A piano in both mills and a phonograph in one.

Report submitted by: W. A. Long,
*General Superintendent.*

* * *

*Name of Company*—Standard Knitting Mills
*Nature of Business*—Ribbed underwear
*Activities:*

Community Singing with 100 to 400 participants: *Director*—Girtle Leathan

Choral Group of 8: *Director*—Charles Johnson

Half and half arrangement as to expenses and time of activities.

OPINION: "A decided help to morale of workers and incidentally must increase efficiency somewhat. All meetings are held during lunch periods and every meeting is well attended, voluntarily. All look forward to the days on which the meetings are to be held."

The mixed chorus sings at different churches. Two pianos and a small organ are provided for the workers and are found beneficial.

Report submitted by: H. A. Henegar,
*Foreman.*

## NASHVILLE

*Name of Company*—Nashville Railway and Light Co.
*Nature of Business*—Public utilities
*Activities:*

Band

*Data supplied by Chamber of Commerce.

### OLD HICKORY

*Name of Company*—DUPONT RAYON CO.
*Nature of Business*—Manufacturers of Rayon

A piano is provided for the employees and is much enjoyed.

A report from Addie I. Fuller, Welfare Supervisor, was to the effect that an orchestra of 8 was in the process of formation with Mr. De Larioes as the director. The director's salary was paid by the company.

OPINION: "The company is coöperative and favorable to the idea."

## TEXAS

### ABILENE

A Music Week report from Miss Myrtle Dunn stated that the West Texas Utilities had paid for the programs. She later added the information that this company stood behind every musical undertaking and had recently offered to take over the Little Symphony of Abilene and pay the salary of the director so that free concerts could be given to the school children.

### AUSTIN

*Name of Company*—LUEDECKE MOFFATT CO.
*Nature of Business*—Dry goods

A report from the senior partner of this firm states: "We tried at Christmas time several years ago to have singing at 15 minutes before opening time. It was very good. Made some one do the leading, etc. Only part of the employees took active part, but we believe others really appreciated the effort, only they could not sing and were backward about taking part. The public was well impressed with the idea."

The employees did have the use of musical instruments.

* * *

*Name of Company*—J. R. REED MUSIC STORE
*Nature of Business*—Music store

A report from the Amateur Choral Club stated that this store sponsored each year combination jazz orchestra concerts.

* * *

*Name of Company*—E. M. SCARBROUGH & SONS
*Nature of Business*—Department store
*Activities:*

Ukulele Club of 8: *Director*—Miss M. E. Spahr

The company furnished the uniforms for the club and the employees furnished the instruments. A similar division as to the time.

OPINION: "Splendid."

The club has played for all civic organizations and for patriotic groups such as the American Legion.

The welfare work comes under the supervision of the Personnel Director.

Report submitted by: M. E. SPAHR,
*Personnel Director.*

## BEAUMONT

*Name of Company*—Magnolia Petroleum Co.
*Nature of Business*—Petroleum and petroleum products
*Activities:*

Magnolia Petroleum Refinery Band: *Director*—Dr. Harry Cloud
Orchestra: *Director*—Dr. Harry Cloud

Expense met by company. Activities carried on in the time of both.

OPINION: "Good. All the workers well pleased with the music."

The musical groups take part in the community life and help toward good will advertising.

Welfare work is in charge of J. D. Hensley.

Report submitted by: E. E. Plumly,
*Vice-President.*

## CHILDRESS

*Name of Company*—Fort Worth & Denver City Ry. Co.
*Nature of Business*—Transportation
*Activities:*

Denver Shop Band of 37 pieces

The company appropriates $50 per month for expenses. The employees have raised some money by subscription. Activities carried on in the workers' time.

OPINION: "Very good. Workers seem to be very much interested in their band."

Report submitted by: W. M. Rambo,
*Secretary, Railroad Y.M.C.A.*

## CLEBURNE

A report from N. O. Lee, Secretary of the Y.M.C.A., which states that this is a combined city and railroad organization, mentions the Santa Fe Band as well as a mixed choral group which is directed by B. L. Nix.

In a later report, Mr. Lee mentions a Boys' Band, directed by Eugene Pool. The expenses are met through dues from the players supplemented with funds from the budget. The band plays when called upon. Mr. Lee adds: "We are the social agent for the Santa Fe at this point. There are some 1600 men here in the shops and at this division point. The shop has a band. We furnish a musical program each Wednesday at the lunch hour at the shops and special programs at times. We have a piano there and one at the building. There is not a phase of entertainment, in my estimation, that equals music for the laboring man."

## DALLAS

*Name of Company*—Dallas Railway and Terminal Co.
*Nature of Business*—Street railway

A report from George I. Plummer, Superintendent of Traffic, mentioned a band but stated that it had no leader at the time of the report. It is the custom for the company

to pay for the band leader and instructor and for the employees to meet the other expenses.

OPINION: "Not set—officials differ."

A piano is provided for employees.

* * *

*Name of Company*—A. Harris & Co.
*Nature of Business*—Department store
*Activities:*

Mixed Chorus of 75: *Director*—Dr. James Wood
Band of 34: *Director*—A. A. Cruz
Orchestra of 30: *Director*—A. A. Cruz
Violin Choir of 12: *Director*—A. A. Cruz

Expense met by company and activities carried on in company time.

OPINION: "It has proved without a doubt that music in industry is a great morale builder for a commercial organization. It has a tendency to build up loyalty among the employees. In an indirect advertising way, these organizations have helped in gaining and keeping the good will of the public toward the store."

The musical organizations are available, without charge, to all worthwhile charitable or civic movements.

Report submitted by: R. C. Dolbin,
*Superintendent.*

* * *

*Name of Company*—Magnolia Petroleum Co. General Offices
*Nature of Business*—Oil
*Activities:*

Band of 40: *Director*—Paul E. Ashley
Orchestra of 12: *Director*—Paul E. Ashley
Saxophone Quartet: *Director*—Paul E. Ashley

Expense met entirely by company. Rehearsals are held on company's time. Radio concerts, etc., on employees' time.

OPINION: "Valued very highly by the company. The enthusiasm of the employees at our concerts is sufficient evidence to the company of the recreational value of music. As to good will advertising, we can only surmise that good music creates a favorable opinion of the company. However, we have been able to trace orders directly to the activities of the musical organizations."

The band broadcasts twice monthly, plays open-air concerts in parks and plays for civic meetings. The orchestra functions at luncheon club programs and it also alternates with the band in radio programs.

Piano and phonograph provided for employees and found "absolutely beneficial."

Report submitted by Paul E. Ashley,
*Secretary to Superintendent of Communication and Power.*

* * *

*Name of Company*—Texas Power and Light Co. Main Office
*Nature of Business*—Electric power and light
*Activities:*

Texas Power and Light Co. Choral Club of 30: *Director*—George Ashley Brewster
Orchestra, under consideration at the time of report.

The Employees' Club sponsors and finances the Choral Club from the monthly

dues of its members. All time given to the Choral Club work is outside of company hours.

OPINION: "The company heads are very enthusiastic as to the actual value of the work done by the Choral Club in promoting good fellowship and advancing the morale of the members. The general consensus of opinion among the members of the Club is that it relieves the monotony of the job and fills a needed place among the activities of the employees."

The Choral Club gives regular monthly programs from a local broadcasting station.

Employees' Club Welfare Committee is headed by Charles T. Bowling.

Plans for installing piano at the time of report but no action taken up to time of a later report.

Report submitted by: G. N. Crosthwait,
*President of Choral Club.*

* * *

A report from Miss Maude Truax, Supervisor of Playgrounds, mentioned the following as having musical activities: M. K. & T. Railroad Co., Band; Texas and Pacific Co., Band; Overland Automobile Co.; Oakland Automobile Co.; Sears-Roebuck Co., Agricultural musical programs over the radio; Orchestra of Titche Goettinger, department store.

A Music Week report from Miss Rosine Smith mentioned the fact that several stores and factories having glee clubs had offered programs during the noon hour.

## DENISON

*Name of Company*—*Missouri, Kansas & Texas R. R. Co.
*Nature of Business*—Transportation
*Activities:*
Band
*Data supplied by W. E. Thomasson, System Band Instructor.

## EL PASO

*Name of Company*—El Paso Electric Co.
*Nature of Business*—Light, power and street railway

A report from A. T. Kunz, Superintendent of Customers Service Department, mentions a quartet of men organized to take part in a minstrel show given by one of the departments. Since that time the quartet has disbanded.

* * *

*Name of Company*—Mountain States Telephone and Telegraph Co.
*Nature of Business*—Telephone and telegraph

A report from J. S. Holland, District Traffic Chief, mentions an orchestra formerly functioning but disbanded because several of the members had moved to other parts of the country.

* * *

*Name of Company*—Popular Dry Goods Co., Inc.
*Nature of Business*—General Merchandising

A report from Mrs. A. F. Quisenberry stated that the employees had the use of a piano and that it was found beneficial.

* * *

*Name of Company*—Southern Pacific Lines
*Nature of Business*—Railroading

*Activities:*

Cactus Division Band: *Director*—Harry Ellis

Cactus Division Orchestra: *Director*—O. J. Asman

The employees meet the expense of approximately $50 per month for the band and orchestra.

OPINION: "Very beneficial. Workers gain a great deal of benefit from being members of the band and orchestra. The activities help toward good will advertising by gaining favorable comments."

The band and orchestra donate their services occasionally to charitable causes.

Report submitted by: J. T. Roberts,
*Chief Clerk.*

## FORT WORTH

*Name of Company*—Hub Furniture Co.
*Nature of Business*—Furniture and mattresses

Band temporarily disbanded at the time of report because of interest in outdoor sports. Band activity not resumed at the time of a later report, which mentioned a desire for the organization of an orchestra.

Half and half arrangement as to expenses and time.

OPINION: "The management is greatly in favor of musical activities, and encourages them in every way possible, by providing special musical programs at their noon hour, and social entertainments for their evenings. The employees are very appreciative of musical programs at noon, but have not organized a regular club on account of so many of them having children in school and being unable to attend night programs. The company deems any such club a valuable asset and encourages it in every way possible, feeling that it is the best advertisement we can have."

Cafeteria equipped with piano and phonograph, which are much enjoyed.

Report submitted by: W. E. Austin,
*President.*

* * *

*Name of Company*—Montgomery Ward & Co.
*Nature of Business*—Mail order merchandising
*Activities:*

Orchestra
Glee Club
*Data supplied by Sam S. Losh.

* * *

*Name of Company*—W. C. Stripling
*Nature of Business*—Department store
*Activities:*

Community Singing
*Data supplied by Sam S. Losh

Report from Sam S. Losh, Community Song Leader, states that after the war he did six months' work in organizing music in industry and inaugurated singing in 14 places. Some of the work has been abandoned. Other groups have grown into orchestras or glee clubs. Among the organizations mentioned by Mr. Losh as having had music in industry are: Cameron Lumber Co., Monnigs Department Store, the Fair Department Store, King Candy Co., Northern Texas Traction Co.

## HARRIS

A report from the Chamber of Commerce had mentioned a glee club among the employees of Perkins Bros., dealers in dry goods, clothing and shoes. A later report from the company was to the effect that there was no such club among the employees at that time.

## MARSHALL

*Name of Company*—Texas and Pacific Railway Co.
*Nature of Business*—Locomotive and car shops
*Activities:*

Band: *Director*—C. W. Staples

Expenses are met by the band boys and by their director, who gives his time, furnishes music and several instruments to augment the band.

The band plays without charge at all community benefits. It played at the opening of the new city hall.

Report submitted by: C. W. Staples,
*Upholsterer.*

A supplementary report from the Marshall Music Club gave the following opinion as to the band: "Serves to promote good fellowship between workmen and between employee and employer. Is encouraged. The bandsmen are willing to sustain themselves as an organization, which speaks for their good opinion."

## SHERMAN

*Name of Company*—Pool Manufacturing Co.
*Nature of Business*—Garment manufacturers
*Activities:*

Orchestra: *Director*—Ferdinand Ditler

Ukulele Club, under consideration at the time of the report.

The company furnishes director and music. The employees buy their instruments and pay for their instruction. Activities carried on in the time of both.

OPINION: "Very good. Creates considerable outside interest and publicity for the company."

The orchestra plays for different organizations upon request. Welfare work in charge of E. W. Ratliff.

Report submitted by: E. W. Ratliff,
*Department Head of Shirt Cutting.*

A previous report from Mr. Ratliff had mentioned the Male Quartet and the Women's Choral, both under the direction of George F. Case. They have since been discontinued.

## WACO

*Name of Company*—Goldstein-Migel Co.
*Nature of Business*—Department store
*Activities:*

The Goldstein-Migel Choral Club of 50: *Director*—Clyde Garrett
Mandolin Club of 10: *Director*—Mrs. Alice Hargrove Patterson

Operettas, "Japanese Wedding Festival" and "The Mikado," staged by the Choral Club.

The salary of the Choral Club director and accompanist is paid by the company. Expenses such as those for music, costumes, etc., are paid from funds created by the members' fees and by receipts from minstrel shows, style reviews and other programs. The Mandolin Club director receives her remuneration from a small fee from the members for her coaching. The Choral Club's rehearsals begin at 7:45 A.M. every Monday, Wednesday and Friday, and they last until 8:15. Twice a month a half-hour program is given after rehearsals. Rehearsals for special programs or opera are held at night in the store.

OPINION: "It is my opinion that the head of every department fully realizes the value of the Choral Club, for after a rehearsal or program the clerks go to their work with an interest and enthusiasm far greater than before the organization of the music club. Even those who are not participants in the programs are affected by hearing the others sing and play. The fact that our Choral Club has continually held together under conditions of heavy duty such as sales and holiday rushes, and has found of itself new and interesting things to study and sing are proofs of the members' enjoyment of the club. Social activities such as parties at the store club house and at the homes of members is another proof. Through the club's radio programs over WJAD, Waco, and in its appearances at the Hippodrome theater here, the organization has been a direct publicity unit. The fact that before such a program nearly every member of the club writes or tells numerous friends of the approaching Goldstein-Migel program shows another angle of 'good-will' advertising."

There is no welfare worker, strictly speaking, except a young woman who is a councillor for the girls and women employees.

The employees have the use of a piano and occasionally of a phonograph. These are found beneficial.

Reports submitted by: CLYDE GARRETT,
*Director of Music.*

* * *

*Name of Company*—C. R. MILLER MANUFACTURING CO.
*Nature of Business*—Cotton mill
*Activities:*

Band of 25: *Director*—Nat Hayes

Director's salary met two-thirds by company and one-third by employees. Activities in the time of both.

OPINION: "Our band is only 8 months old, but we can already see a splendid effect on the morale of our employees."

Report submitted by: HUGH S. CLARKE,
*Superintendent.*

* * *

*Name of Company*—*MISSOURI, KANSAS & TEXAS R. R. CO.
*Nature of Business*—Transportation
*Activities:*

Band

*Data supplied by W. E. Thomasson, System Band Instructor.

* * *

*Name of Company*—SANGER BROS.
*Nature of Business*—Department store
*Activities:*

Melody Club, a mixed chorus of girls and boys, of 75 members: *Director*—Mrs R. Spencer Wood

Company contributes $25 per month for the expenses and the employees the same amount. The rehearsals occupy one hour each morning before the opening of the store.

OPINION: "The company considers the Melody Club a decided asset both to the business and in raising the morale of the employees." The opinion of the workers is expressed by the following statement from Mrs. Joe Travis, President of the Melody Club: "This hour of singing before our day's work puts us in a cheery frame of mind and enables us to meet our customers with a better 'Good morning' and makes every member of the club a one hundred per cent better clerk."

The Melody Club performs about once a month for the local clubs and in surrounding counties. All its services are given gratis. It is attached to the advertising department and is considered by the firm as one of its best advertising mediums.

A piano is used with enjoyment by the employees.

Report submitted by: Mrs. R. Spencer Wood,
*Musical Director.*

### WICHITA FALLS

*Name of Company*—Texas Electric Service Co.
*Nature of Business*—Electric public utility
*Activities:*

Saxophone Band of 40: *Director*—Paul Seeds

All expenses borne by the company. Activities carried on in the time of both.

OPINION: "It gives those of our company playing in our band an interest in the company aside from their routine duties and no doubt serves to tie them on to our company. We have had numerous expressions of appreciation from our employees for the time and money invested in music, instruments, etc. The activities help to good will advertising by fixing attention on the company and showing our readiness to coöperate in all movements for the betterment of the city.

The band is always available without charge for any community or civic affair.

Welfare work in charge of P. M. Cordell.

Report submitted by: P. M. Cordell,
*Commercial Department.*

## UTAH

### LOGAN

A report from the Chamber of Commerce mentioned an orchestra as sponsored by the Thatcher Music Co.

### SALT LAKE CITY

*Name of Company*—Oregon Short Line Railroad
*Nature of Business*—Transportation
*Activities:*

Band: *Director*—W. S. Harvey

* Data supplied by Carl R. Gray, President, Union Pacific System.

## VERMONT

No activities reported from this state.

# VIRGINIA

## CLIFTON FORGE

*Name of Company*—Chesapeake & Ohio Railroad
*Nature of Business*—Transportation
*Activities:*

Band.
*Director*—G. C. Stein
Orchestra.
*Director*—G. C. Stein

Activities supported fifty-fifty by company and employees. Carried on in workers' time.

Report submitted by: B. F. Bryant,
*Director of Health and Recreation.*

* * *

A report from H. R. Thompson, General Secretary of the Chesapeake and Ohio Railway Y.M.C.A., mentions a male glee club of C. & O. employees directed by Herbert Gibbs and the C. & O. Employees' Band of 52, of which W. Lee Beckner is the business manager.

A fifty-fifty division as to expenses. Activities carried on in workers' time.

OPINION: The opinion of the company is that the musical activities are a decided contribution to a high morale and efficiency. "It is evident to every one that a bunch of men like our band boys who laboriously practice three nights a week without any pay whatsoever are endowed with a fine spirit of loyalty. This is an asset to the company in good feeling."

The band played before 4,000 persons at a gathering of the C. & O. Veterans' Association at Richmond. It plays for churches and revivals and gives Sunday afternoon concerts in a park during the summer.

## CREWE

*Name of Company*—Norfolk & Western Railway Company
*Nature of Business*—Transportation
*Activities:*

Band

Organization of band partly due to Railroad Y.M.C.A. through J. E. Winslow, its secretary.

Report submitted by: C. H. Hagenbuch,
*Health and Recreational Director*

## DANVILLE

*Name of Company*—Riverside and Dan River Cotton Mills, Inc.
*Nature of Business*—Cotton cloth
*Activities:*

Riverside and Dan River Coast Artillery Band: *Director*—Joseph Vezetti
Schoolfield Junior High School Orchestra: *Director*—Joseph Vezetti

About three-fourths of the expenses are met by the company and one-fourth by the Federal government, the band being connected both with the mill and with the Virginia National Guard. Nothing is contributed by the employees except their time.

OPINION: "Great asset to community as well as developing fine musicians among workers. Young people especially like to live in a community with good band music. It also elevates ideas and makes better citizens, which increases efficiency. The workers seem to enjoy it."

The band is known all over the state.

Report submitted by: Joseph Vezetti,
*Director of Band.*

## NEWPORT NEWS

*Name of Company*—Newport News Shipbuilding and Dry Dock Company
*Nature of Business*—Ship building and ship repairing.
*Activities:*

Apprentice Band of 30: *Director*—Adolph Davidson, U.S.N. (retired)

Former Apprentice Glee Club of 24. Discontinued for lack of competent leader.

Until 1926 the band was supported entirely by the apprentices themselves. Beginning January 1 of that year, all the support came from the company. The activities are carried on in the workers' time.

OPINION: "These activities are a part of our expanded program of apprentice training. We consider that the chief value lies in the opportunity for self-development of our boys. The apprentices are reasonably regular in attending band rehearsals, which would indicate their enjoyment of this part of our program. There is usually a 100 per cent attendance at public functions."

The band is available for any community service on request. It gives a public concert weekly.

Report submitted by: G. Guy Via,
*Supervisor of Apprentices.*

In a later report, Mr. Via said that the Apprentice Glee Club was still in a state of "suspended animation" for want of proper leadership. He added that the members of the original club had completed their apprenticeship and had formed a glee club of their own, which had broadcast a program from Station WRVA at Richmond.

## NORFOLK

*Name of Company*—Ames & Brownley, Inc.
*Nature of Business*—Department store
*Activities:*

Group singing, led by one of the store employees.

The expenses met jointly by the employees of the firm.

There is piano music and a song service from 8:30 to 9 o'clock every Wednesday morning except during the summer months.

OPINION: "We believe it to be specially beneficial by reason of social features and its putting the employees in a happy mood for the day. The reports from the workers are favorable. We believe that it helps toward good will advertising in a general way."

Report submitted by: J. H. Brownley,
*Vice-President.*

* * *

MUSIC IN INDUSTRIAL RECREATION: A TYPICAL SCENE

Band concert and motion picture show for American Steel & Wire workers and their families at Donora, Pa. This set-up for community singing is practicable at a night concert. (See Chapter XI.)

*Name of Company*—Miller, Rhodes and Swartz, Inc.
*Nature of Business*—Department store
*Activities:*

Community singing: *Director*—J. J. Dalton
Women's Glee Club: *Director*—J. J. Dalton

Expense met by employees. Activities carried on in time of both workers and the firm.

OPINION: "The company are well pleased with activities of this nature. The workers are also pleased. The activities help toward general publicity for the store."

The store has a welfare secretary who, with no musical talent, is always eager to encourage musical activities among the employees.

Musical instruments provided for employees.

Report submitted by: Miss Lillie F. Harris,
*Welfare Secretary.*

* * *

*Name of Company*—Smith & Welton, Inc.
*Nature of Business*—Department store
*Activities:*

Group singing with 50 to 75 participants: *Director*—Mrs. J. E. Lane

Activities carried on in the time of both employer and employee.

OPINION: "Increase in the efficiency and morale of all employees. Music creates more friendly feeling and better coöperation and is enjoyed by all."

The welfare worker has no connection with the musical activities except participation in the singing.

Musical instruments enjoyed by employees.

Report submitted by: E. D. Hart,
*Vice-President.*

## PORTSMOUTH

*Name of Company*—Portsmouth Cotton Oil Refining Corporation
*Nature of Business*—Cotton oil refining
*Activities:*

Portsmouth Cotton Oil Colored Band

* Data supplied by Chamber of Commerce.

## RICHMOND

A reply from the Chamber of Commerce indicated no activities among the industrial groups. However, the writer of this book was personally acquainted with former activities of this nature conducted under Richmond Community Service, particularly among the employees of the tobacco companies.

## ROANOKE

*Name of Company*—Norfolk & Western Railway Company
*Nature of Business*—Transportation
*Activities:*

Band

Employees received help from Railway in the matter of uniforms and music.

Report submitted by: C. H. Hagenbuch,
*Health and Recreational Director*

# WASHINGTON

## BELLINGHAM

*Name of Company*—Puget Sound Power and Light Co.
*Activities:*
Orchestra
* Data supplied by Chamber of Commerce.

## EVERETT

A Chamber of Commerce report of 1926 mentioned a Y.M.C.A. Male Chorus and indicated that it was made up of industrial workers. However, a 1927 report from C. F. Nevins, the General Secretary of the Y.M.C.A., stated that a lack of available leadership would prevent the Male Chorus from functioning during that year.

## HOQUIAM

According to a report from the Chamber of Commerce, there was an orchestra among the employees of the Knox and Toombs Door factory, but a reply from Charles L. Murray, Assistant Manager of the factory, stated: "No activities." It was also stated by the C. of C. that the Posey Manufacturing Co. had formerly had a band.

## SEATTLE

*Name of Company*—Bon Marche
*Nature of Business*—Department store
Lucy E. Marlowe, the Employment Manager, reports that a piano is used every lunch period by the employees.

* * *

*Name of Company*—Frederick & Nelson
*Nature of Business*—Retail store
*Activities:*
Frederick & Nelson Chorus of 40 mixed voices: *Director*—Claude Madden
The company gives a 100 per cent financial support. The time used is both company and employees'.
OPINION: "The company believes the chorus to be an asset in keeping up the morale of the organization. Customers make a special effort to come into the store to hear the Christmas caroling during the week before Christmas."
The store chorus was asked to take a special part in the Christmas community singing of 1927. It gave radio programs during the preceding year.
The staff activities come under the general direction of the Training Department. The Training Director is a member of the chorus.
A piano and phonograph are enjoyed by the employees.
Report submitted by: Frances B. Penrose,
*Training Director.*

* * *

*Name of Company*—Imperial Candy Co.

The company's president, C. E. Roberts, writes: "During the war we had community singing. The employees enjoyed it and I feel it did the company good in the way of morale among our people."

A piano is provided for the employees and is considered beneficial.

* * *

*Name of Company*—Metropolitan Building Co.
*Nature of Business*—Building owners and manufacturers

Community singing, unorganized except for some particular party of employees. Expenses met by company. Activities carried on in the time of both. Welfare work in charge of Personal Director. Piano provided for employees.

Report submitted by: G. E. Mather,
*Personnel Director.*

* * *

*Name of Company*—Pacific Telephone and Telegraph Co.
*Nature of Business*—Telephone and telegraph
*Activities:*

Seattle Telephone Employees' Band of 35: *Director*—J. H. Johnson

Expenses met by employees and activities carried on in their own time.

OPINION: Opinion of the company: "Excellent." Members are "very enthusiastic."

The band plays upon the request of various organizations.

Mrs. D. Bruckert is the welfare worker, but she is not connected with the musical activities. A piano and talking machine are enjoyed by the employees.

Report submitted by: R. C. Dillingham,
*Supervisor of Employment.*

* * *

*Name of Company*—Puget Sound Light and Power Co.
*Nature of Business*—Light and power
*Activities:*

Orchestra

* Data supplied by Philomel Club.

## SPOKANE

*Name of Company*—Inland Empire Paper Mills
*Activities:*

Band

* Data supplied by Manufacturers' Association.

* * *

*Name of Company*—Tru-Blu Biscuit Co.
*Activities:*

Orchestra

* Data supplied by Manufacturers' Association.

* * *

*Name of Company*—Watson Boat Works
*Activities:*

Band

* Data supplied by Manufacturers' Association.

## TACOMA

*Name of Company*—B. F. Schlesinger & Sons, Inc. (Rhodes Brothers)
*Nature of Business*—Department store
*Activities:*

Orchestra of eight: *Director*—John Sandall

Joint arrangement between company and workers as to expenses and time.

OPINION: "Worthwhile. Good comments from the employees. Musical instrument enjoyed by employees."

Report submitted by: N. D. Pollon,
*Traffic Manager.*

## WENATCHEE

*Name of Company*—Great Northern Railroad
*Nature of Business*—Transportation
*Activities:*

Orchestra

* Data supplied by Chamber of Commerce.

## YAKIMA

*Name of Company*—Pacific Power and Light Co.
*Nature of Business*—Electric and gas utilities
*Activities:*

Quartet: *Director*—Robert E. Neal

Expenses met by quartet members and activities carried on in their own time.

OPINION: "Very beneficial."

Report submitted by: Robert E. Neal,
*Foreman, Electric Meter Department.*

* * *

*Name of Company*—Yakima News and Music Co.
*Nature of Business*—Books and music
*Activities:*

Band: *Director*—F. B. Wilkins

A fifty-fifty arrangement between company and band members as to expenses and time of activities.

OPINION: "It is of great benefit to all. Frank X. Nogler, graduate of Berlin Conservatory, states that it is the one thing that keeps 40 per cent of the employees satisfied."

The band gives free concerts once a month. The band helps toward good will advertising by bringing out the idea: "If you need music, ask the Yakima News and Music Co."

Musical instruments provided for the workers.

Report submitted by: F. B. Wilkins,
*Partner.*

# WEST VIRGINIA

## BLUEFIELD

*Name of Company*—Norfolk and Western Railroad
*Nature of Business*—Transportation
*Activities:*

Band of 30 white employees: *Director*—Richard Ramage
Band of 20 colored employees.

The company furnishes music and the band hall. One hour on company time and one on the workers' time is given twice a week for the rehearsals.

OPINION: "The company know that when the band plays at shops they get more work out of the men after each concert and they all seem to get along better. The workers are always asking for the band to play concerts, as it seems to make them feel better the rest of the day. The band helps toward good-will advertising by playing free concerts when called upon at all points on the division."

The band plays for all community gatherings where there is no admission. It also gives concerts at the shops and at the annual picnic as well as at welfare meetings. All its playing for the railroad is without charge.

Report submitted by: Richard Ramage.

## GARY

*Name of Company*—United States Coal and Coke Company
*Nature of Business*—Coal and Coke

A report from the United States Steel Corporation mentioned five musical organizations at Gary sponsored by the community and four sponsored by the schools, all of them enlisting the workers in the company's plants and their children.

## HANDLEY

An orchestra conducted by F. N. Bartley is mentioned in a report from H. E. Snyder, Secretary of the Railroad Y.M.C.A. He adds that the expenses are met by the employees and that the activities are carried on in their own time. The railroad company is much in favor of clean recreation and sports. The orchestra takes a part in the community life.

## HUNTINGTON

*Name of Company*—Anderson-Newcomb Co.
*Nature of Business*—Dry Goods

A few carols are sometimes sung at Christmas time early in the morning hours of the store, so reports W. B. Anderson, Jr., Vice-President of the company.

* * *

*Name of Company*—Chesapeake & Ohio Railroad
*Nature of Business*—Transportation
*Activities:*

Band: *Director*—G. C. Stein
Orchestra: *Director*—G. C. Stein

Activities supported fifty-fifty by company and employees. Carried on in workers' time.

Report submitted by: B. F. Bryant,
*Director of Health and Recreation.*

* * *

*Name of Company*—Herald-Dispatch
*Nature of Business*—Newspaper
*Activities:*
Band
* Data supplied by Chamber of Commerce.

* * *

*Name of Company*—International Nickel Co.
*Activities:*
Band
* Data supplied by Chamber of Commerce.

### PARKERSBURG

When the Playground and Recreation director, John Bradford, visited Parkersburg in the summer of 1926 to make a survey, noon-hour singing was undertaken among the employees of a few of the plants. This is related in a report from G. W. Dudderar, Executive Secretary of the Board of Commerce. He adds that nothing permanent of that nature has been put on. He states that the Y.W.C.A. had organized music clubs among the girl employees of several plants.

### WHEELING

*Name of Company*—Wheeling Stamping Co.
A piano is available for the use of the employees of this company, according to an unsigned report.

### WILLIAMSON

*Name of Company*—Norfolk and Western Railway Co.
*Nature of Business*—Transportation
*Activities:*
Band
* Data supplied by Chamber of Commerce.

## WISCONSIN

### FOND DU LAC

A report from the Association of Commerce states that two firms had musical activities during the war but that these had been discontinued several years before.
A report from the music department of the Women's Club stated that there were some musical activities among the employees of the Menzie Shoe Co.

### NORTH FOND DU LAC

*Name of Company*—Soo Line Shops
*Nature of Business*—Railroad Car Building and Repair Work
*Activities:*
Band
* Data supplied by Fond du Lac Association of Commerce.

## JANESVILLE

*Name of Company*—Parker Pen Co.
*Nature of Business*—Fountain Pens
*Activities:*

Parker Pen Band: *Director*—Reuben Joseph
Orchestra: *Director*—Reuben Joseph
Women's Glee Club, in process of organization at the time of report: *Director*—Mrs. Van Ness Green

Mixed Chorus and Male Glee Club in process of organization at time of report, but the directors not yet selected.

Expense and time of activities shared jointly by company and workers.

OPINION: "O.K. Employees like these activities as recreational features. They advertise the company as a good firm to work for."

The band takes part in all civic programs, operettas, etc.

Piano, phonograph and radio enjoyed by employees.

Report submitted by: Helen A. Morrissey,
*Office Supervisor.*

## KIMBERLY

A report from the Chamber of Commerce at Appleton mentions a band located at Kimberly and made up largely of employees of the Kimberly-Clark Co.

## KOHLER

*Name of Company*—Kohler Co.
*Nature of Business*—Plumbing Goods and Electric Plants
*Activities:*

Mixed Chorus of 70.
Kohler Recreation Club Chorus of 25 male voices
Kohler Woman's Club Chorus of 45
Kohler Band of 45
Junior Band of 35
Minstrel shows by male chorus

Band and Orchestra instruction with 75 school children.

These activities are conducted by Henry Winsauer, the Musical Director.

Expenses met by the Kohler Recreation Club, a subsidiary of the Kohler Co.

Activities carried on in both workers' and company time.

OPINION: "The interest of the members of the Recreation Club has increased materially each year and I believe that this speaks for the continued success of music in Kohler. The band plays a weekly noon concert for the several noon shifts and a weekly evening concert during the summer besides a monthly program in the Recreation Hall during the winter. The men's chorus has sung with the woman's chorus in Christmas and Easter cantatas. There is a piano in the club rooms."

Report submitted by: Henry Winsauer,
*Musical Director.*

A letter from the President of the Kohler Recreation Club gives this added opinion: "We have found our musical groups to be well liked by our members and we believe that they are of value to the organization."

## LA CROSSE

*Name of Company*—Doerflinger Co.
*Activities:*
Drum Corps
* Data supplied by Chamber of Commerce.

* * *

*Name of Company*—La Crosse Refrigerator Corporation
*Nature of Business*—Refrigerator Manufacturers
*Activities:*
Band: *Director*—M. Monlis
Expense met by workers; sub-division as to time.
OPINION: "New proposition. Too early to say definitely."
Report submitted by: H. M. Stokke,
*Secretary.*

## MADISON

*Name of Company*—Burgess Battery Co.
*Nature of Business*—Battery Manufacturers
*Activities:*
Burgess Band of 35: *Director*—Ray Rhodes
Band members are paid for two rehearsals and one concert a week, which are held on company time.
OPINION: "Our band is a new organization and we have not had time to judge the value of it."
Report submitted by: Hyram S. Cramer,
*Time Clerk.*

* * *

*Name of Company*—French Battery Co.
*Nature of Business*—Radio and Flashlight Batteries
*Activities:*
Community singing with 75 participants: *Director*—Esther Rolfson
Male Glee Club of 15: *Director*—G. P. Wiedenbeck
Mixed Chorus of 45: *Directors*—Miss Rolfson and Mr. Wiedenbeck
Orchestra of 10: *Director*—Al Erickson
Ukulele Club of 35: *Director*—Al Erickson
Expenses met by the Employees' Association. A sharing as to time utilized.
OPINION: "Both the company and the employees feel that as recreation the musical activities are O.K. The orchestra and ukulele club take part in general community life."
The welfare work is in charge of Miss Esther Rolfson and Charles B. Casey.
Musical instruments for employees. Radio with loud speakers in various departments.
Report submitted by: Marshall Diebold,
*Personnel Manager.*

* * *

*Name of Company*—Madison Gas and Electric Co.
*Nature of Business*—Gas and Electric Utilities
*Activities:*

Community singing at employee meetings: *Director*—F. W. Huels

The only expense, that for song books, met by the company. Both contribute time for the activities.

OPINION: "We think the singing and other musical stunts which some of our employees put on at our meetings help to create contentment. The employees seem to enjoy these musical diversions."

Welfare work in charge of F. W. Huels.

Report submitted by: F. W. Huels,
*Director of Publicity and Welfare.*

* * *

Community singing among the girls of seven clubs in the business and industrial departments is reported by Alice Shoemaker of the Y.W.C.A. There is also mention of a ukulele class directed by Helen Bird. There had been a women's glee club in the previous year. The expenses are met by the members. Miss Shoemaker gave this opinion: "We consider that music unifies the group and promotes good fellowship as well as offering an opportunity for artistic education. The one hundred per cent attendance at the ukulele class speaks for itself." These groups take part in caroling at Christmas time. There is a piano for the use of the members and it is enjoyed.

## MILWAUKEE

*Name of Company*—Allis Chalmers Manufacturing Co.
*Nature of Business*—Heavy Machinery
*Activities:*

Orchestra of Apprentices, 10 in number: *Director*—Edward Parniann

Report unsigned.

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*Name of Company*—Ambrosia Chocolate Co.
*Nature of Business*—Chocolate Manufacturers

A talking machine, which has "no effect," is reported by G. B. Schoenleber, Secretary of the Company.

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*Name of Company*—Boston Store
*Nature of Business*—Department Store

A piano and phonograph are provided for the employees, according to an unsigned report from this company. The employees enjoyed these through the lunch and relief periods. The welfare work is taken care of by the Mutual Benefit Association of the Educational Department.

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*Name of Company*—The Cutler Hammer Manufacturing Co.
*Nature of Business*—Electrical Controlling Devices
*Activities:*

Fife, Drum and Bugle Corps: *Director*—Leo R. Depka

Group is partly self-supporting and partly maintained by company. Same arrangement as to time.

OPINION: "Observation of the drum corps as a unit leads to the conclusion that they have developed team work and have been drawn a little closer to the company. The outside activities of our drum corps do no doubt serve to call the attention of possible applicants for employment to the company as a good place to work. We consider it a worthwhile activity in our organization."

The Drum Corps participates in public gatherings.

Piano provided for employees and found beneficial.

Andrew J. Holmes, the Manager of Industrial Relations, is charged with all human relation problems.

Report submitted by: A. F. THOMPSON,
*Employment Manager.*

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*Name of Company*—HOLEPROOF HOSIERY CO.
*Nature of Business*—Manufacturers of Hosiery
*Activities:*

Community singing, occasionally in cafeteria at noon with 200 participants: *Director*—Ed Konnenberg

Former orchestra in one department disbanded because leading members left company's employ: *Director*—Nestor Groteluscher

Activities carried on mostly in workers' time.

Now no definitely organized musical activities. During the year previous to the report the activities had been confined to a radio broadcasting program and occasional informal programs.

A piano for the use of the employees is found beneficial.

Report submitted by: EVELYN SHAW,
*Employment Manager.*

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*Name of Company*—KOEHRING COMPANY
*Nature of Business*—Manufacturers of Concrete Mixers, Etc.

Piano provided for employees.

Report submitted by: MISS E. KINGLEIN, R. N.,
*Staff Nurse.*

* * *

*Name of Company*—NUNN, BUSH & WELDON SHOE CO.
*Nature of Business*—Shoe Manufacturers and Chain Store Proprietors

A piano, which is not made use of by the employees, is reported by J. P. Buchanan, Secretary.

* * *

*Name of Company*—PFISTER & VOGEL LEATHER CO.
*Nature of Business*—Curriers and Tanners
*Activities:*

Women's Glee Club: *Director*—Mrs. Leona Whelan

Expenses met by company. Activities carried on in workers' time.

Group newly organized. No opinion expressed.

A welfare worker is employed who takes no part in the musical activities.

Piano and phonograph enjoyed by the workers.

Report submitted by: CLARA C. BAXTER,
*Staff Nurse.*

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*Name of Company*—Westinghouse Lamp Co.
*Nature of Business*—Manufacture of Electric Lights
*Activities:*

Orchestra: *Director*—Oscar Schroeder

Expense met by company, which also contributes time, as do the employees.
OPINION: "Yes, the activities are valuable to the health, efficiency, morale, etc."
The orchestra takes part in the community life.
The welfare work is in charge of the Service Secretary.
A piano and radio are used by the employees with enjoyment.

Report submitted by: Dora M. Bailie,
*Service Secretary.*

## NEKOOSA

A report from the Chamber of Commerce stated that the Nekoosa Edwards Paper Co. had formerly had a band among its employees.

## OSHKOSH

*Name of Company*—Paine Lumber Co., Ltd.
*Nature of Business*—Manufacturing Woodworkers
*Activities:*

Paine Lumber Co. Band of 35: *Director*—Frank Novotny

The company bought the instruments and uniforms when the band was organized in 1920. Since then the band has been self-supporting. The activities are carried on in the workers' time.

OPINION: "It is hard to state the amount that any one activity is worth, for the band and various branches of the Paine Lumber Co. Athletic Association work together and of course the band is a great help for all to put anything across. They certainly are a great aid in lessening the labor turnover, and create good-will. The players take great pride in the band and the rank and file of the workers show a keen interest. It has helped the local reputation of the company but it has not gone out of the city."

The band gives a concert one night a week during July and August in Mary Juvel Park. The talking machine in the club rooms is much enjoyed.

Report submitted by: John Edwards,
*Employment Manager.*

## SHEBOYGAN

*Name of Company*—H. C. Prange Co.
*Activities:*

Glee Club and Instrumental Group

* Data supplied by Association of Commerce.

## TWO RIVERS

*Name of Company*—Hamilton Manufacturing Co.
*Nature of Business*—Furniture Manufacturing
*Activities:*

Band of 41: *Director*—Lorenz Lueck

The company pays for the uniforms and compensates the men for their practice time. The band makes a charge for outside work and thus the members make money as individuals. The rehearsals are in the evening.

OPINION: "It creates a very good feeling among employees and helps to reduce turnover."

The band plays for community concerts one night each week. The fees of the band for this service are paid in part by the city and in part from private contributions.

Report submitted by: H. C. Gowran,
*Vice-President.*

### WAUKESHA

*Name of Company*—Waukesha and Silurian Water Co.

Community singing at semi-annual meetings is mentioned in a statement from A. R. Cleland, General Manager of this company, who states that the organization has never promoted any musical clubs.

## WYOMING

### CASPER

*Name of Company*—Standard Oil Co. of Indiana
*Nature of Business*—Refining
*Activities:*

Standard Orchestra: *Director*—Fred Holland, Sr.

A musical program annually during Music Week.

4-Man's Club buys music. The Athletic Club helps. The musicians give their time and the company gives some time besides furnishing the hall for all entertainments.

OPINION: "Good in its effect, as is anything that interests and entertains. The attendance is good—nuf sed."

Every organization of the workers is under the supervision of the Assistant Director of Industrial Relations.

Piano in clubhouse is used to good effect.

Report submitted by: H. W. Eberstein,
*Assistant Director of Industrial Relations.*

In a previous report from Mr. Eberstein, he mentioned community singing, an informal male glee club and a minstrel show given once a year. He added this opinion: "The fact that the men give their time and effort without any pay says that they enjoy the music. Threfore it must be for their general welfare."

### CHEYENNE

*Name of Company*—Union Pacific Railroad Co.
*Nature of Business*—Railroad Shops
*Activities:*

Union Pacific Band: *Director*—Thomas Restivo

Expenses met by the company, such as full time paid when the band is called out and allowing of two hours a week rehearsal with pay. Activities carried on in the time of both.

OPINION: "The morale of the workers is raised by giving the frequent band concerts, especially at noon hours. The labor turnover is not a factor of having a band in the organization as the endeavor of this property is to have employees coöperate and avoid differences of opinion which would create dissatisfaction. The trips out of town made during the summer when called upon for this service, serve as a rest and break the monotony of the steady, everyday work and make one feel better when returning

to work afterward. This band advertises the Union Pacific Railroad Company in 'competitive' communities."

The band gives weekly concerts during the summer, which are attended by large groups.

Report submitted by: THOMAS RESTIVO,
*Director of Band.*

## GREEN RIVER

*Name of Company*—UNION PACIFIC RAILROAD
*Nature of Business*—Transportation
*Activities:*

Band: *Director*—Max Schultz

Report submitted by CARL R. GRAY,
*President of the Railroad.*

## LARAMIE

*Name of Company*—STANDARD OIL CO. OF INDIANA
*Nature of Business*—Refining
*Activities:*

Community singing at entertainments: *Director*—Edward L. Wood
Male Quartet, which sings at private entertainments.
Orchestra of 4: *Director*—Al Musser
One event during Music Week, by arrangement with the University School of Music.

Expenses met by contribution from employees and activities carried on in their own time.

OPINION: "The company has not taken much interest in the musical activities due to the few musicians in the plant."

Social functions are generally arranged by the Assistant Director of Industrial Relations.

Report submitted by: A. G. BURCKERT,
*Assistant Director of Industrial Relations.*

* * *

*Name of Company*—UNION PACIFIC RAILROAD CO.
*Nature of Business*—Transportation
*Activities:*

Union Pacific Band of 36: *Director*—Henry B. Pope

Seventy-five per cent of the expenses met by the company and twenty-five per cent by the employees. Activities carried on in the time of both.

OPINION: "With few exceptions, the members are greatly interested in music and look forward to each event or occasion where they may display their ability. They seem to be proud of representing the Union Pacific."

The band entertained the general public during the local Music Week. It was prominent at Cheyenne on Labor Day at the Athletic Meet of the Union Pacific System. It has given a number of open air concerts for employees and public. At the time of the report, plans were being made to broadcast from Station KFBU at Laramie.

Matters such as welfare work are in the hands of the "Safety First" committees.

Good use is made of piano provided for the employees.

Report submitted by: HENRY B. POPE,
*Band Instructor.*

# CANADA

## BRITISH COLUMBIA

### REVELSTCHE

*Name of Company*—Canadian Pacific Railroad
*Nature of Business*—Transportation
*Activities:*

Community Singing: *Director*—A. E. Farthey
Band of 28: *Director*—R. Sawyer
Orchestra of 22: *Director*—H. Barbour
Operetta Group of 26: *Director*—L. A. Baker

The expenses are met from collections at concerts, etc. The activities are carried on in workers' time.

OPINION: "The C.P.R. Superintendent is greatly enthused over these activities and is a good booster, particularly for the Sunday night band concerts. The C.P.R. orchestra is doing good work along the lines of good-will advertising and is building up a strong *esprit de corps.*"

Report submitted by: A. E. Farthey,
*Secretary of Y.M.C.A.*

## ONTARIO

### NIAGARA FALLS

The Railroad Y.M.C.A. maintains a small social orchestra, directed by J. H. Pett. The expenses are maintained by the participants, and the rehearsals are held in workers' time. The orchestra adds to the social well-being of the railroad men. It performs for various service groups.

Report submitted by: Samuel Riel,
*Secy., Railroad Y.M.C.A.*

### SCHREIBER

An orchestra of 7 members is maintained by the Railroad Y.M.C.A. H. Stewart is the director.

Report submitted by: D. Bamforth,
*Secretary Railroad Y.M.C.A.*

## QUEBEC

### MONTREAL

*Name of Company*—Canadian National Railway
*Nature of Business*—Transportation
*Activities:*

Shop Band of 30 players
Musical numbers at noon hour shop meetings

Community singing formerly a part of these meetings but discontinued partly because not all the men spoke English, and the older men felt lacking in singing ability. Program changed to addresses prefaced and followed by musical numbers of a higher grade. Whenever shop employees perform, they are allowed a half hour extra for lunch. The same applies to the shop band when it appears. The largest gatherings occur on "band day."

Report submitted by: J. S. Teet,
*General Secretary, Y.M.C.A., Railroad Branch.*

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There you have the picture, Gentlemen! As we have twice intimated, we do not pretend that it is a complete one nor do we expect that all the reports assembled through the long processes of our survey shall remain true at the date of publication—not to speak of when the book may reach the individual reader. Nevertheless, we do feel that, whatever its shortcomings, that picture is an impressive one through the very reduplication of details as massed in the present chapter. The chief point which stands out is the constantly reiterated evidence that industrial music works "both ends from the middle" with regard to the sharing of benefits by employer and employee. Furthermore, wherever the employees show any initiative in the matter, the employer very generally meets them half way as to the upkeep. As we were told by the Wm. Taylor Son & Company at Cleveland, "The store maintains a chorus because the employees want one, and the management, appreciating this, is willing to 'stand by'." That an even greater working together of such allied industrial forces may double the existing musical activities by the end of the next decade is the earnest wish of

The Author.

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COLLEGE
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